



No. 28,834

CONTINENTAL SELLING PRICES: AUSTRIA Sch. 15; BELGIUM Fr. 35; DENMARK Kr. 6.50; FRANCE Fr. 5.00; GERMANY DM 2.00; ITALY L. 1,000; NETHERLANDS Fl. 2.25; NORWAY Kr. 6.00; PORTUGAL Esc. 50; SPAIN Pts. 85; SWEDEN Kr. 6.00; SWITZERLAND Fr. 2.00; EIRE 50p; MALTA 30c

## NEWS SUMMARY

## GENERAL

## BUSINESS

French to investigate Exocet aid claims

Imports curb on coal cost £20m

France's Defence Ministry is to look into accusations that a nine-man French team in Argentina helped equip Exocet, launching Super Standard aircraft during the Falklands crisis.

A ministry statement said instructions had been given at the outset of the conflict that no military assistance was to be given to Argentina.

An inquiry had been set up to establish whether this embargo had been respected.

Exocet missiles sunk HMS Sheffield and the Atlantic Conveyor. Page 2

## Police pay

The Government is expected to accept a recommendation by the Police Negotiating Board for a 10.3 per cent pay increase for police. Page 5

## Chocolate ban

Imports from Italy and sales of "Tommy Junior" and "Rocky Junior" chocolate bars have been halted following 37 cases of salmonella food poisoning in Lancaster.

## Creche call

Labour MP Gwynif Roberts called for a creche in the Palace of Westminster which he describes as "purpose-built for elderly and middle-aged male domination."

## Present shock

A newly-wed Flamborough, North Humberside couple found dustmen had taken £250 worth of wedding presents stored in cartons near dustbins while they were decorating their home.

## Flood toll 196

More rain threatened southern Japan as the death toll in floods there rose to 196 with 187 missing feared dead.

## Bombings foiled

Spanish police foiled several bomb attacks during the World Cup by detaining suspected Basque and Croatian guerrillas, Interior Ministry sources said.

## Hijackers killed

Five hijackers were overpowered by crew and passengers and killed when they tried to commandeer a Chinese airliner to Taiwan.

## Gift donkey

A Brazilian who wants to give Pope John Paul II a donkey on hunger strike in St. Peter's Square until the pontiff accepted the gift, he said.

## Hinault victory

Frenchman Bernard Hinault won the Paris final stage and overall honours for the fourth time in five years in the Tour de France cycle race.

## Arnoux wins

René Arnoux of France in a repeat won the French Grand Prix in Le Castellet with teammate Alain Prost second followed by French Ferrari drivers Didier Pironi and Patrick Tambay.

## Briefly...

England's soccer rebels arrived from their South African tour, cut short after a boycott by black players and fans.

Sal Singh, 66, born in a mud hut, was sworn in as India's seventh president.

A trek express train derailed near Drama killing eight, injuring more than 30.

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## FINANCIAL TIMES

PUBLISHED IN LONDON AND FRANKFURT

Monday July 26 1982

\*\*\*30p



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## EEC to draw up new proposals for cutting steel exports to U.S.

BY GILES MERRITT IN BRUSSELS

REPRESENTATIVES of the EEC governments are to meet in Brussels today and tomorrow to hammer out the details of a new deal cutting global steel exports to be negotiated with the U.S. in early August. It will come into effect on all products except pipes and tubes.

The talks aim to resolve the transatlantic steel row that has taken place at an extraordinary week-end meeting of the EEC Council of Ministers after it became clear that a plan for concerted restraint agreements between the U.S. and four EEC countries most affected by preliminary U.S. countervailing duties could not succeed.

The offer of 10 per cent U.S.

market share reductions up to end-1983 by Britain, France, Italy and Belgium, and an export freeze by other EEC steelmakers, had already been sharply rejected by Washington and plainly could not be revived in time to meet the deadline for such pacts set by the U.S. on Saturday night.

Like the earlier EEC bid on July 17, for a global steel deal, which failed, the bilateral offer founded on the "numbers gap." This still separates the U.S. and the Community, since Washington had demanded a 35 per cent cut in market shares.

Continued on Back Page  
Steel victory may prove costly, Page 2

## ACTION ON FERTILISER

BY SUE CAMERON

FURTHER SIGNS of deteriorating trade relations between Europe and the U.S. came with an announcement that the EEC is to impose a 6.5 per cent provisional anti-dumping duty on two American fertiliser producers.

The companies, Allied Corporation and Transcontinental Fertiliser, were exempted early last year from the full 6.5 per cent duty on imports of nitrogen solution because they agreed to raise their prices to eliminate the "dumping margin." They are

now reported to have renounced their undertakings.

European fertiliser producers widely regarded last year's general duty as ineffective because it was too low and a number of U.S. companies escaped it.

Imports of cheap U.S.-made nitrogen solution are still said to be seriously undermining European fertiliser prices, particularly in France. French producers are reportedly offering rebates of up to 15 per cent of their list prices because of competition from imports.

## Habib paid as consultant says Bechtel Corporation

BY ANATOLE KALETSKY IN WASHINGTON

MR PHILIP HABIB, U.S. special peace negotiator in the Middle East, is a paid consultant for the Bechtel Corporation, it was disclosed yesterday in Washington.

The disclosure, which was confirmed by Bechtel, could seriously undermine U.S. efforts to mediate in the Lebanon crisis and reopen questions about the link of Mr George Shultz, the new Secretary of State, with Bechtel.

Mr Shultz and Mr Caspar Weinberger, before his appointment as Defense Secretary, were both employed by Bechtel, a company which has extensive business interests in the Arab world.

Mr Tom Flynn, the Bechtel

spokesman, said that Mr Habib's duties for the corporation were very minimal. Bechtel had "almost no contact" with Mr. Habib since he began his peace mission in the Middle East in June.

A White House spokesman would say only that Mr. Habib had the President's complete faith and was "working for the President in the Middle East and is doing a great job."

Mr. Habib, who has spent most of his life as a career diplomat, retired from the State Department in 1978.

Habib steps up peace effort.

Page 2; Californian connection, Page 10

## Zimbabwe air base sabotaged

BY TONY HAWKINS IN HARARE

SABOTEURS attacked Zimbabwe's main Air Force base at Thornhill, near the Midlands of Gweru, in the early hours of Sunday morning, damaging 12 war planes, according to Zimbabwean officials.

The 12 aircraft were severely damaged, it was not clear how severely, included four of the eight new British-built Hawks worth over £20m, which arrived in Zimbabwe only 10 days ago.

Other damaged aircraft were believed to be seven Hawker Hunter jetfighters and a Lynx spotter plane.

Zimbabwe's Air Force has about 80 aircraft, most bought in the 1950s and 1960s.

It was the third major sabotage attack in the country since independence in 1980. A

munitions dump explosion last August was officially blamed on South African agents.

A bomb destroyed the headquarters of the ruling Zanu-PF party in Harare last December.

Later last month gunmen fired on the home of Mr Robert Mugabe, the Prime Minister.

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Between 1,500 and 2,000

dissidents have operated since

early this year in western

Zimbabwe. More than 30 people

have been killed in recent months.

The apparently well-planned attack was less than 48 hours after abduction of a party of 10 tourists travelling by road from the Matabeleland capital of Bulawayo to Victoria Falls on Friday night.

Four of the tourists were subsequently released with a note signed by "Zimra forces" demanding the freedom of two senior Zimra military commanders detained by the security forces earlier this year after discovery of massive secret arms caches on property owned by Mr Nkomo's party.

Closure threat Page 2.

## French trade hits 14-year low

BY DAVID HOUSEGO IN PARIS

FRANCE recorded her worst monthly trade figures for 14 years in June with a deficit on a seasonally-adjusted basis, of FF 13.3bn (£1.1bn).

This is four times more than in May and brings the total trade deficit for the first half to FF 43.2bn. In the first six months of 1981 the deficit was FF 22.3bn, half this year's level.

As a result the Ministry of External Commerce has again revised upward its estimate of the deficit for the year, which it now puts at FF 85.9bn in 1981.

The most worrying feature is the virtual stagnation of exports in monetary terms since September, in part the result of sluggish world trade, but indicating that initial devaluation of the franc last October did not give the boost to French sales that might have been expected.

For 1981 as a whole exports climbed by 17 per cent.

Equally indicative of the bad June figures, but these also reflect worrying underlying trends.

The main adverse factor was the increased franc cost of imports, particularly oil, as a result of the second devaluation of the franc on June 12

and the strength of the dollar.

Cost of oil imports rose to FF 16.2bn in June as compared with an average of FF 13bn in the four previous months.

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FF 14bn in the same period

last year.

Sales of foreign cars in

France rose by 19 per cent in

a year, and in May accounted

for 32 per cent of new regis-

trations.

The deficit on electrical goods

rose in the first half of the year

to FF 5.8bn from FF 3.8bn in 1981.

The disappointing performance

in both sectors confirms that the

shortlived recovery of the

French economy benefited for-

ign manufacturers more than

French.

In line with this trend

France's deficit with the EEC

rose to FF 28.2bn for the first

six months, against FF 10

## OVERSEAS NEWS

## French investigate reports of military help for Argentina

BY DAVID HOUSEGO IN PARIS

THE FRENCH Ministry of Defence said yesterday an inquiry had been set up to establish whether the Government's embargo on military assistance to Argentina during the Falklands war had been respected.

The announcement follows reports in the Sunday Times that a nine-man French technical team was in Argentina throughout the war and helped equip Super Etendard planes for launching Exocet missiles. It was Exocet missiles which sunk the Sheffield and the Atlantic Conveyor.

The accusations are inevitably embarrassing to the French, and would be more so should they receive official backing in Britain.

President François Mitterrand expressed strong support for Mrs Thatcher at the outset of the dispute when he condemned Argentinian aggression against British territory, and France remained firmly on Britain's side throughout the war. There remains no reason to doubt the sincerity of the President's views which reflect France's concern that Argentina's seizure of the Falklands should not set a precedent for similar pre-emptive occupation of France's overseas territories by other nations.

The 'puzzling aspect' of the affair is that the British Government is believed to have told France on two occasions that it believed that Dassault—manufacturers of the Exocet—was blocking the embargo. Seven of the French team were from Dassault.

## Habib steps up Lebanon peace effort

By Our Foreign Staff

MEDIATORS from the U.S. and the Arab world yesterday stepped up their efforts to find a solution to the Lebanon crisis as Israeli jets bombed Beirut for the fourth consecutive day and Palestinian and Israeli gunmen traded artillery fire within the besieged capital.

Mr Philip Habib, President Ronald Reagan's special envoy, landed in Rome last night for talks with Sig Emilio Colombo, the Italian Foreign Minister, after an apparently fruitless attempt in Cairo to persuade the Egyptian Government to offer refuge to Palestinian guerrillas trapped in Beirut.

The official Middle East News Agency reported later, however, that Mr Kamal Hassoun Ali, the Egyptian Foreign Minister, would visit Washington this week for further negotiations.

Mr Habib, meanwhile, is expected to fly to London today to meet President Hussein of Jordan, who is on holiday in the British capital.

In Damascus, Crown Prince Abdullah of Saudi Arabia held talks with President Assad of Syria while the Syrian Foreign Minister, Mr Abdul Halim Khaddam, met a special envoy from Libya.

Syria, too, has been asked by Mr Habib and other peace-seekers to take in evacuated Palestinians from Beirut.

Israeli warplanes swooped low over the capital yesterday morning and struck the Palestinian refugee camp close to the Arab university, Palestine Liberation Organisation headquarters and the airport.

Israeli forces and Palestinian gunmen also traded artillery and tank fire across the museum crossing, one of the passageways between east and west Beirut.

Now the U.S. Government cannot suspend the process with-

Paul Cheeseright looks at the EEC's uphill battle to protect its position

## Steel victory may prove costly

### Sanctions 'could backfire'

THE U.S. has won its latest tussle with the EEC to restrict foreign steel sales to the American market. The likely political repercussions suggest the victory may be costly in terms of transatlantic trade relations.

EEC governments today start work on new proposals designed to safeguard the position of their steel producers on the U.S. market. Yet, in a struggle of power and procedure, they have little leverage.

The basic choice for EEC governments—since the U.S. last month imposed preliminary countervailing duties of up to 40 per cent on some European producers—has been to accept the likelihood that the duties would become final or to negotiate an agreement which would restrict access to the U.S.

In either case, European producers face reduced sales. In the case of British Steel, where the duties on half its U.S. sales would be 40 per cent, some of its products would be effectively barred from the market.

The approach adopted was to seek a sales restraint agreement. That approach foundered over the weekend when, following the U.S. rebuff of an EEC 10 per cent reduction offer, the negotiations were caught up in the U.S. legal timetable for the imposition or suspension of the duties.

The deadline for a final determination on the duties, under U.S. law, is August 24. Had the U.S. Government wished independently to suspend all investigations leading to the imposition of duties, it had to give 30 days notice to the U.S. steel companies which in in the first place had initiated complaints against European subsidies.

Now the U.S. Government cannot suspend the process with-

and in 1982, Soviet economic growth would be slowed by just 0.2 per cent annually, or by \$4.5bn over the two years.

Such sanctions would cost Western exporters about \$30bn, the report says. A total ban on manufactured exports would cost the Soviet economy \$12.5bn in growth over two years.

The State Department analysis, which dealt only with manufactured goods, calculates that if the major Western industrial nations cut their exports to the Soviet Union by half this year

the steel dispute is ranged alongside other long-standing and increasingly bitter quarrels over issues like East-West trade and the future of the Siberia-West Europe gas pipeline and EEC agricultural trade policy.

"I see no evidence following the events of the last 24 hours that the U.S. Government has appreciated fully the damage which some of these measures are doing to U.S.-EEC trade relations," Mr Peter Rees, the UK Minister for Trade, said yesterday.

The EEC will therefore go into new negotiations in the knowledge that the other side already has what it wants—unless, that is, the Reagan Administration perceives a wider interest in seeking to induce the U.S. steel companies to change their stance.

out the consent of the U.S. steel companies. But the companies consistently have wanted the duties put in place as a permanent solution to what they consider to be the unfair competition of European producers whose sales on the U.S. market climbed sharply last year.

The U.S. steel companies have no motive to accept any European proposals which do not restrict sales more than the EEC has hitherto been prepared to contemplate.

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The bitterness implicit in this remark seems to spring at least in part from a British feeling that the U.S. steel industry about rising imports were mounting to a crescendo. It now has to start negotiations afresh with a question overhang: any mandate worked out for the Commission.

Then, by blocking Commission initiatives for a restraint settlement, the U.S. inevitably pushed the country likely to be most damaged into the search for a bilateral agreement. Hence the UK sent a team to Washington at the beginning of last week, even though a concerted bilateral approach to the U.S. was taking place under Commission auspices in Brussels.

The U.S. change of mind to insistence on a global approach—that took place last Saturday evening—then pushed the EEC together again, but it also pushed it back.

In one form or another the EEC has been talking with the U.S. about steel restraint since last autumn, when the complaints from the U.S. steel industry about rising imports were mounting to a crescendo.

The mining groups and Zisco are all drawing attention to common problems, mainly caused by the world recession—depressed world export markets and prices allied with escalating domestic costs, especially wages, interest and, later this year, electricity tariffs.

Zisco, Zimbabwe's sole steel producer, has a capacity of 1m tonnes of liquid steel a year. Some 30 per cent of output is for domestic consumption and the rest is exported.

Last year Zisco's steel exports were valued at \$30m, accounting for nearly 5 per cent of Zimbabwe's exports.

Zisco employs some 5,700 people and closure would have disastrous consequences according to Mr David Young, the company's chief executive.

Production this year is forecast at 600,000 tonnes of steel. Shareholders in Zisco, apart from the Zimbabwe Government, include Messina Transvaal, Tanks, Roan Selection Trust, Anglo-American Corporation and the state-owned British Steel Corporation.

Early this month, Zisco announced a 25 per cent rise in its domestic steel prices in an effort to improve its financial position.

Last week, the Government said it would shortly introduce a system of export incentives to assist industrial exporters. While this may help Zisco to some degree, it is also being taken as evidence of the Musarabe Government's opposition to any devaluation of the Zimbabwe dollar. Many businessmen here see devaluation as the best short-term policy given the depressed state of the entire export sector.

## Zimbabwe group fourth to warn of closure

By Tony Hawkins in Harare

THE ZIMBABWE Iron and Steel Company (Zisco) has warned the Government that without substantial financial assistance it might have to close at the end of the year.

Zisco, which is 49.7 per cent state-owned and therefore effectively state-controlled, is said to be losing Zimbabwe £1.1m a month.

It is estimated the company needs an injection of some Zimbabwe £1m.

Zisco is the fourth major Zimbabwean business to have publicly warned the Government of possible plant closures and redundancies. The others are all mining groups—MTD, Mangala Copper Mine, Empress Nickel Mine and Zimbabwe Alloys.

At the weekend, Zimbabwe Alloys said in its annual report that it had increased its borrowings by more than 40 per cent (about \$12m) in the past year and would need further borrowings of roughly the same order to maintain output and employment at current levels.

This would be "financially imprudent", it said, adding that the banking system would be unable to provide such loan facilities anyway.

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## WORLD TRADE NEWS

## Renewed pressure on Tokyo to ease farm produce limits

BY OUR WORLD TRADE STAFF

A FORMER senior Japanese trade official has sharply criticised his country's trade policies, particularly on the still unresolved issue of farm produce imports.

Mr Naohiro Amaya, the former deputy vice-minister of the Ministry of International Trade and Industry (MITI), said Japan was "calling for freedom in coal and steel while saying 'no' to its trading partners in agricultural products. But that does not work," he told a business seminar last week.

"What the U.S. is saying [about farm produce trade] is reasonable and we'll have to accept much of American demands in order to protect the free trading system."

Mr Amaya was referring to the continuing pressure being applied to the Japanese by the U.S. on the issue of farm produce, particularly beef and citrus imports.

U.S. officials have, throughout the year, argued that the Japanese farm produce industry is highly protected, making it difficult for U.S. produce exports to enter Japan in volume. The point has been acknowledged by the Japanese, who have not resisted the pressure from the country's farm pro-

tection lobby.

U.S. criticism of the policy has receded in recent months, partially because of two trade reform packages announced by the Government, in the last seven months, and because of the shift of U.S. attention to the more pressing steel and Soviet gas pipeline disputes it has with the EEC.

In his remarks, Mr Amaya, still an adviser to MITI, said "we must quickly carry out maximum liberalisation of farm produce and other spheres."

He also called for freer access to Japan's capital market, particularly commercial banking, still under the firm control of the Finance Ministry.

Western countries in general are concerned over the continuing limitation on trade in services in Japan, and the U.S. in particular will push for further purchases of beef and citrus imports when its officials meet with the Japanese in October.

• Boeing said Japan Air Lines has ordered three 747 jumbo jets, worth a total of about \$250m. Reuter reports from Tokyo. The three "dash 200" models—two passenger, and one freighter—will be delivered next year.

## Wimpey rail deal in HK

BY OUR WORLD TRADE STAFF

CONSTRUCTION OF a viaduct and elevated station for Hong Kong's island line programme is to be undertaken by Wimpey International under the terms of a £16.25m contract from the Mass Transit Railway Corporation.

Work will take place between now and early April, 1985, and comprise construction of a viaduct some 12m high and carrying from one to four railway tracks from Pak Sh Wan to Chai Wan, a distance of about 1 km, and a station.

The station, at Chai Wan, will be a predominantly reinforced concrete structure but with some elements of prestressed concrete, and be located above Chai Wan Park.

## S. African power contract awarded

By Bernard Simon in Johannesburg

STEINMULLER (AFRICA), the South African subsidiary of L. and C. Steinmuller, the West German suppliers of thermochemical plant, has received a letter of intent from South Africa's Electricity Supply Commission (Escom) for six 600 MW power station boilers at a cost of about R700m (£352m).

A firm contract is expected to be signed before the end of the year.

The order, one of the largest ever placed by Escom, is for the Majuba coal-fired power station in the south eastern Transvaal, one of six similar plants currently under construction as part of Escom's accelerated expansion programme.

Escom currently accounts for about one quarter of total world purchases of power station boilers.

Steinmuller (Africa) has been awarded several large boiler contracts by Escom in the past.

Although the company is controlled from West Germany, the state-controlled Industrial Development Corporation of South Africa has a large minority shareholding.

Other tenderers for the Majuba contract are understood to have included Babcock Engineering of Britain and Deutsche Babcock. Earlier this year a GEC subsidiary won the contract to supply turbine generators for the Majuba station.

## VTR export restraint urged

TOKYO — The Japanese Government has called on nine major home electric appliance manufacturers to hold down their exports of video tape recorders (VTR) for home use.

• Pye Telecom has won an order from the Irish police force which is to purchase a major communications system with Pye's Irish distributor, Telecommunications Limited of Dublin. The order is worth over £2.5m.

## World Economic Indicators

|                   | May '82 | Apr. '82 | Mar. '82 | May '81 |
|-------------------|---------|----------|----------|---------|
| U.S. \$bn         | 18,218  | 17,843   | 18,402   | 18,899  |
| Exports           | 20,558  | 17,387   | 20,349   | 21,232  |
| Imports           | -2,340  | +0,456   | -1,747   | -2,333  |
| Balance           | 18,218  | 17,387   | 18,402   | 18,899  |
| W. Germany DMbn   | 35.58   | 36.50    | 41.77    | 31.30   |
| Exports           | 30.58   | 33.06    | 35.36    | 29.70   |
| Imports           | +4.99   | +3.43    | +6.41    | +1.60   |
| Balance           | 52.20   | 49.47    | 50.73    | 46.67   |
| France FFrbn      | 55.34   | 59.63    | 55.18    | 49.67   |
| Exports           | -3.14   | -10.16   | -4.45    | -3.00   |
| Imports           | 8,039   | 8,847    | 8,933    | 6,192   |
| Balance           | 9,950   | 10,163   | 10,040   | 9,064   |
| Italy Lirebn      | -1,911  | -1,316   | -1,107   | -2,872  |
| Japan \$bn        | 11,406  | 12,126   | 12,140   | 12,470  |
| Exports           | 10,105  | 10,729   | 12,130   | 11,320  |
| Imports           | +1,301  | +1,397   | +0,010   | +1,150  |
| UK £bn            | 4,625   | 4,731    | 4,584    | 3,886   |
| Exports           | 4,740   | 4,535    | 4,362    | 3,520   |
| Imports           | -0,115  | +0,196   | +0,222   | +0,366  |
| Netherlands FFrbn | 16,700  | 14,600   | 14,617   | 13,507  |
| Exports           | 14,500  | 13,000   | 12,339   | 13,718  |
| Imports           | +2,200  | +1,600   | +2,278   | +0,211  |
| Belgium BFrbn     | 218,395 | 180,379  | 153,981  | 195,766 |
| Exports           | 253,726 | 190,909  | 184,769  | 172,833 |
| Imports           | -33,331 | -10,530  | -30,788  | +22,933 |

Source: IMF

## Algerian LNG sales increase

PARIS — Algeria became France's main supplier of natural gas in May, with imports from the North African country totalling the equivalent of 7,450m kw, compared with 5,500m in April, the state utility Gaz de France said.

Algerian gas accounted for 23.5 per cent of France's overall supplies in May, AP-DJ

## IATA CHIEFS MEET IN GENEVA

## Co-operation urged to ease airline crisis

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

WHEN THE chiefs of more than 80 of the world's major airlines meet in Geneva next week to try to find ways of getting out of their current financial crisis, they will have before them a three-year "rolling strategic plan" designed to help them.

The plan, drawn up by the executive of the International Air Transport Association basically seeks to help member-airlines of the association improve their productivity through common efforts—co-ordinating their approaches to governments on issues ranging from user charges to air traffic control, and also trying to get them to work more closely together on issues affecting them all, such as eliminating illegal fares cutting.

With a predicted loss of \$1.66bn in 1981, including heavy interest payments, and an even bleaker result forecast for 1982, the member-airlines are faced with a situation in which costs are running away from revenues.

In many instances, the causes are outside the airlines' own control.

Two prime examples—fuel costs and government-imposed user charges—now account for up to 40 per cent

of total operating costs depending on the route flown.

Major efforts will be made in the immediate future to get governments to cut user charges (airport landing fees and en route navigation fees). The aim is to try to save the airlines up to \$50m a year.

While many airlines publicly deplore this situation, they are forced privately (and sometimes not so privately) to resort to it in some parts of the world in order to gain some traffic; if they did not, they would lose even more heavily, to the benefit of their competitors.

Yet another area of considerable difficulty is currency remittances. Some countries throughout the world, and especially in Africa, refuse to allow the foreign airlines serving those countries to remit home the cash they earn.

The IATA estimates that at present, earnings worth over \$1.66bn a year are effectively frozen in this way throughout the world, and that if the practice is continued, many airlines will be obliged to stop services to countries from which they cannot get their money back.

One such is fares "discounting"—the practice of selling seats at rates under-cutting those agreed by the airlines themselves in IATA fares conferences, or fixed with the "dog-legs" they could save up to \$27m a year, and it believes that even bigger savings can be achieved in this way elsewhere.

By cutting out or reducing air traffic control restrictions on climb, cruise and descent procedures, further substantial fuel savings can be made.

These are only a few of the many areas that the overall strategic plan is designed to cover. By making it a "rolling" three-year plan, items successfully settled can be deleted, and

large amount of ships being laid up recently has begun to have an effect on the market, Denholm Coates said. Charterers are finding it difficult to push down rates further in the Atlantic and there could be the chance of a sharp technical rebound in the market.

## SHIPPING REPORT

## Middle East fighting pushes up tanker charter rates

BY ANDREW FISHER, SHIPPING CORRESPONDENT

THE FIGHTING in the Middle East helped push tanker rates up last week. Owners prepared to trade out of Kharg Island, off Iran, have been able to fix their vessels at much higher chartering rates than a week before.

E. A. Gibson said several Japanese charterers had entered

the market to find ships because of the refusal of the Japanese seamen's union to let their members go to Kharg Island.

This had also helped to make rates firmer. All the increased inquiry, especially for large tankers, boosted rates to about

Worldscale 35 for shipments from the island to the West, with a couple of points extra to the East.

Rates from other Middle Eastern terminals were much lower, however. There was continuing activity for shipments

from the UK and continental Europe, ranging from 75,000 ton cargoes to the U.S. at Worldscale 55 to 100,000 tonner trading within Europe at Worldscale 56 and a 24,000 tonner for a similar voyage at Worldscale 140.

On the dry cargo side, the

## Lloyds Bank Group Results

## First six months of 1982

Group profit before tax in the first six months of 1982 was £193m. This is an increase of 11% compared with the first half of 1981, but a fall of 8% compared with the second half.

When adjusted for inflation, profit was £129m.

The interim dividend is up 15% to 9.92p per share.

After tax and dividend, the profit retained to sustain the Group's business is £124m.

The Group now operates in 47 countries, employs 66,000 people and has total assets of £32,200,000,000.



Lloyds Bank

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## UK NEWS

## West Midland subsidies lure £2.4m investment

BY ARTHUR SMITH, MIDLAND CORRESPONDENT

THE Labour-controlled West Midlands County Council has signed 15 planning agreements with companies under a investment scheme backed by the private banks.

About £2.4m new investment and more than 150 jobs have been created in partnership with the Industrial and Commercial Finance Corporation (ICFC), a private enterprise source of risk capital funded by the clearing banks and the Bank of England.

The planning agreements are more far-reaching than those proposed by the last Labour Government, which attracted so much hostility from the private sector, according to Mr Geoff Edge, chairman of the council's economic development committee.

He said last night that if ratepayers' money was to be committed to the private sector, assurances were needed about jobs, future business development and labour practices, such as union recognition, equal employment opportunity and training.

The council's success under the ICFC scheme is seen as an important boost to stimulate investment and jobs through the recently-created West Midlands Enterprise Board.

Under the pilot scheme, which ICFC expects to be taken up elsewhere in the country, the county council offers a 5 per cent interest rate subsidy over five years.

The council insists at least one job must be created for every £25,000 of subsidised borrowing and funds must be spent on capital investment.

The corporation is responsible for the evaluation of investment proposals on commercial criteria and offers any funds from its own resources at a normal rate of interest.

Mr Derek Sach, the Birmingham area manager of ICFC, said the requirements for a planning agreement had not deterred applications. More investment proposals were under consideration and additional jobs would

be created.

The upturn in demand for funds through the county council scheme contrast with the general picture of recession in the West Midlands.

Mr Sach said the corporation had investments in 450 companies across all sectors of the West Midlands economy. But there was no sign of any improvement in orders. Some companies were breaking into new markets, but many were finding life extremely difficult.

Mr Sach maintained in spite of economic difficulties, ICFC was "continuing to take a high level of risk financing start-ups." Almost half of the 122 companies backed in the financial year to last April 1982 were essentially new enterprises.

"Of these, 38 were totally new companies created in the West Midlands as a direct result of investments brought to us, sometimes literally on the backs of an envelope," he said.

## DPP orders police probe on Clore estate

By Raymond Hughes, Law Courts Correspondent

THE police are to investigate the possibility that there may have been a criminal conspiracy to defraud the Inland Revenue of tax due on the estate of the late Sir Charles Clore.

A police inquiry into the matter has been asked for by the Director of Public Prosecutions. The decision to bring in the police follows lengthy consideration of the case by a leading lawyer.

The case was referred to the DPP by the Evans after the possibility of fraud was raised by the Court of Appeal in April.

The court said there was a grave possibility that the £2.5m proceeds of sale of the Guy's Estate in Herefordshire, the large asset in Sir Charles's English estate, had been "spirited" out of the country to Jersey by Stype Investments (Jersey) to evade

Stype is controlled by a Jersey settlement set up by Sir Charles shortly before his death in 1979. Its directors are Sir Charles' executors and Mr John Dobbs, manager of Lloyds Bank Trust Company (Channel Islands) as nominee for the trustees of the settlement.

All but 12 of Stype's 100,000 £1 shares are held by Lloyds Bank Trust Company (Channel Islands) as nominee for the trustees of the settlement.

In the high court today, the Official Solicitor, appointed by the court to administer the Clore estate in England, will start proceedings to try to recover from Stype the Guy's Estate sale proceeds.

The court move has been made necessary by Stype's failure to hand over the money voluntarily.

Earlier this year the Royal Court in Jersey gave Stype permission to pay out of its own assets in England an amount equal to the sale proceeds, plus interest.

It is understood, however, that Stype subsequently decided that it could not volunteer the money to the Official Solicitor without running the risk of being sued by the Clore estate in Jersey.

The Jersey court had refused to give Stype's directors an indemnity against being sued in Jersey. The indemnity plea had been opposed by Sir Charles's son, Mr Alan Clore, who challenged his father's will and by charities due to benefit under the will.

Earlier this year the Royal Court in Jersey gave Stype permission to pay out of its own assets in England an amount equal to the sale proceeds, plus interest.

The judge said that because of the urgency, the shareholders' injunction application could be heard during the court's two-month summer vacation. The case is likely to come up during the first week of August.

Mr Hoffman said that the deal, which would involve the sale of 3.25m new Global shares to McFarlane, had been made on June 21—the day before Section 14 of the 1980 Companies Act came into force, said Mr Hoffman.

That section made it unlawful for a company's board to issue shares without the consent of a general meeting.

The judge said that because of the urgency, the shareholders' injunction application could be heard during the court's two-month summer vacation. The case is likely to come up during the first week of August.

Mr Hoffman said that the agreement was to acquire the entire share capital of McFarlane, substantially on a share-for-share basis.

Groups of shareholders opposed to the Global board had formed in the past year. Mr Cayne's group which Global called the "concert party" because shareholders were acting in concert, on April 20 put

## High noon approaches for the film industry

Cinema funding may be curtailed at the worst possible time, Arthur Sandles reports

from U.S. and Egyptian sources. Star Wars was made largely in UK studios.

Sproat, like his Treasury colleagues, is increasingly alarmed that much of the support being given to "British" films—either through quota protection or Eady monies—does not end up in British pockets ensuring further domestic film investment.

Eady money—named after its creator—comes from a small levy on box-office admissions. In 1980, it amounted to about £5.8m on gross revenues of £143m. Some of this cash goes to the National Film Finance Corporation and more goes back to British film-makers in direct proportion to their success.

But British cinema tickets are now only a tiny part of the returns a successful film might receive worldwide from cinema showings, television broadcasts, cable transmissions and cassette/disc recordings. Some think that the administrative burden of the scheme, and the addition it makes to cinema seat prices, which are already over the £1.50 mark, brings its benefit into question.

The quota was, of course, irrelevant. It is becoming increasingly difficult to tell what is "British" now that the film industry is so international—the "British" Chariots of Fire was conceived in the UK but its gestation was funded largely

in the U.S. and Egypt.

Part of the reason for this

transatlantic difference is

thought to be the strength

compared with the U.S. of UK

television, which is about to be

furthered with the introduction

of Channel Four.

However, there are those

and perhaps Sproat is among

them—who feel the cinema is

hemmed in by too many regula-

tions and traditions.

Perhaps the biggest name

over whom the Sproat shadow

rests is that of Sir Harold

Wilson. He heads the Interim

Action Committee—an organi-

sation which consistently pro-

duces readable reports and

which governments equally con-

sistently ignore.

There seems little doubt that

the Wilson Committee will be

spared at least until the Hunt

Committee on the future of

cable television in Britain

reports in the autumn.

Then Mr Sproat's civil ser-

vants will have all the informa-

tion they need in preparation

for a clear sweep of the indus-

try. If cable television is given

a complete go-ahead in Britain

(a Home Office decision, not

DoT) then the benefit to the

film-makers may well be coming

to the last few flickers of the

final reel.

## Steel producers angered by strict EEC quotas

By Mark Webster

THE EEC steel production quotas, the most severe since they were introduced in 1980, have created confusion and resentment among the main UK private steel producers.

Manchester Steel will protest to the European Commission this week about its quota. Other companies are still in negotiation with the EEC, though the quotas are officially almost a month old.

The intention was to protect smaller companies adversely affected by too rigid an approach and allow for unforeseeable events such as mergers or de-mergers. Companies which feel themselves hard done by can now appeal to the commission for help.

Sheerness Steel said the quota system failed to tackle two essential problems. Prices remained weak, particularly in Continental markets, because the commission watched production more closely than prices.

Pressure should be put on member governments to restructure their steel industries, which was the intention of the crisis cartel when it was introduced, said Sheerness.

The company is fighting for a quota on its bar, flats and merchant rounds. It has invested heavily to improve existing facilities and change its product mix. Under EEC rules it cannot qualify for a quota because it is not a longstanding manufacturer of these products.

Mr Alec Mortimer, director-general of the British Independent Steel Producers' Association, said that in the past the commission had judged the decline in steel demand more or less correctly, but that it was "not exactly a precise science."

## Coal for France stokes up controversy

Sue Cameron looks at a prices problem for CEGB and NCB

THE GOVERNMENT'S policy on import and export of coal shows every sign of leaving Energy Ministers in an embarrassing position with the Central Electricity Generating Board.

Last week a shamed Mr Nigel Lawson, the Energy Secretary, confessed to MPs that the National Coal Board was exporting supplies to France at a lower price than charged to the CEGB. Part of these were going to Electricité de France, the French state electricity corporation.

Two circumstances that will have made Mr Lawson's admission to the Commons Energy Select Committee more galling are that he had to apologise for telling MPs earlier that there was no disparity between French and UK coal prices, and that French electricity prices are the lowest in Western Europe.

This is the result of France having an excellent mixture of cheap nuclear and hydroelectric generation, not because of low-priced UK coal exports, but the viewpoint of UK consumers may well be that if anyone enjoys comparatively low-cost British coal it should not be the French.

The freeports would be treated as pieces of foreign territory in which goods could be stored and processed free of customs duty or VAT for re-export, or charged to tax and duty only when they were finally imported into the UK or another EEC country, the institute says.

Major expansion in Welsh television is due this autumn arising from the special arrangements in Wales for the new fourth channel. The company is to supply it with up to nine hours of programmes a week.

The clamp on coal imports comes despite the CEGB long-term contract with Australia to buy 2m tonnes of coal a year.

Imports from Australia or other cheap coal-producing countries can improve the economics of only a limited number of power stations, mostly in the South.

High cost of transport makes it cheaper for the CEGB to buy NCB coal from nearby pits for power stations in the North and the Midlands.

Only when imported coal can be delivered directly by water to Southern stations does it become more cost-effective than NCB supplies. Probably the CEGB would not wish to import more than 5m tonnes of coal under any circumstances.

Last year after the threatened miners' strike over planned pit closures the Government told the CEGB to limit coal imports to 0.75m tonnes a year. On further discussions between Ministers and CEGB, the restriction has been reimposed for 12 months.

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Rising costs of stockpiling coal already contracted for from

Australia is clearly causing mounting irritation in the CEGB.

A comparatively high level of coal imports gives the CEGB greater bargaining power when negotiating prices with the NCB.

The two boards have an annual five-year agreement in its third year, that the CEGB will buy 75m tonnes of coal from the NCB, while the NCB keeps price rises below inflation level.

Despite the "understanding" between them the CEGB clearly needs all the leverage it can get in negotiating coal prices with the NCB. Last year some 84 per cent of CEGB electricity generation was based on coal.

If the CEGB cannot use the threat of imports to bring down its bill for coal, will it be able to argue on the grounds of NCB export prices to Electricité de France?

A report from the Commons Energy Select Committee published this year may cast some light on prices. It showed that in September 1981 average price of UK exported coal was between £38 and £39 a tonne, the average charge to the CEGB was £37.50 a tonne.

## FINANCIAL TIMES SHOPPING BASKET—JULY, 1982

|                                    | July            | June            |
|------------------------------------|-----------------|-----------------|
| Dairy produce                      | 718.65          | 719.99          |
| Sugar, coffee, tea and soft drinks | 211.37          | 211.85          |
| Bread, flour and cereals           | 322.12          | 322.61          |
| Preserves and dry groceries        | 118.87          | 118.33          |
| Sauces and pickles                 | 54.30           | 55.26           |
| Canned foods                       | 207.09          | 204.81          |
| Frozen foods                       | 260.86          | 260.20          |
| Meat, bacon, etc (fresh)           | 637.42          | 638.34          |
| Fruit and vegetables               | 327.22          | 327.01          |
| Non-foods                          | 264.51          | 261.02          |
| <b>Total</b>                       | <b>3,186.44</b> | <b>3,172.82</b> |

1981: January 130.96; February 131.75; March 132.75; April 134.93; May 136.90; June 137.37; July 134.62; August 135.50; September 136.60; October 137.49; November 140.51; December 141.24. 1982: January 144.81; February 145.83; March 146.71; April 147.51; May 151.66; June 159.37; July 144.92.

## FT grocery price index

The sharp fall in the July index—the largest fall for more

&lt;p





BBC 1

## TELEVISION

## Tonight's Choice

6.40-7.55 am Open University (Ultra High Frequency only). 9.30 Cheggers Plays Pop starring Keith Chegwin. 9.45 Jackanory. 10.00 Paddington. 10.05 Why Don't You...? 10.45-12.30 pm A Service of Thanksgiving and Remembrance for the liberation of the Falkland Islands, and in commemoration of the fallen. Her Majesty The Queen joins the congregation in St Paul's Cathedral. 1.00 News After Noon. 1.30-1.45 Postman Pat. 3.15 Pobol Y Cym. 3.40 Your Songs of Praise Choice. 4.18 Regional News for Wales (except London). 4.20 Play School. 4.45 Heyyy, It's The King. 4.55 Newsround. 5.05 Ticket To Ride. 5.35 The Perishers.

5.40 News. 6.00 Regional News Magazines. 6.25 Nationwide. 7.25 Doctor Who and The Monsters.

8.10 Panoramas. 9.00 News.

9.25 Turi.

9.50 QED—A Guide to Armageddon. An examination of the effects of nuclear weapons. The first half of the programme looks at the physical effects of a single medium-sized nuclear warhead. (Second half on BBC 2 Friday 10.00 pm.)

10.50 BA in Music. 11.18 News Headlines. 11.20 Taking the Strain.

## ANGRIA

9.25 am Terry the Lamb. 9.45 The Adventures of Tom Sawyer. 10.15 The Mystery Way. 11.10 The Big Story. 11.30 Subtitles. 1.20 pm Angie News. 2.30 Monday Film Matinee: "Bedtime Story," starring Marion Brando. David Stuckey. 5.15 Diff'rent Strokes. 6.00 About A Boy. 6.30 Benson. 9.00 Minder. 10.30 Angie Reports. 11.00 Speedway. 11.45 Love American Style. 12.10 am Reflection.

## CENTRAL

9.45 am The Gateway Way. 10.45 Beyond the Weekend. 11.35 Singing. 1.20 pm Central News. 2.30 Monday Sunday Matinee: "The Man in the Suit," starring Alec Guinness. 6.15 Survival. 6.00 Central News. 9.00 Minder. 10.30 Coronation. 11.00 Central News. 11.05 Lou Grant. 12.05 am Come Close.

## GRANADA

9.30 am The Queen of the Sun. Motor Car. 9.45 Sport Billy. 10.15 Untamed World. 10.35 The Flying Kiwi. 11.00 Sesame Street. 1.20 pm Grandes Reports. 1.30 Wilderness Alive. 2.25 Monday Matinee: Howard Duff and The Medicine Men.

## SCOTTISH

10.00 am Target. The Impossible. 10.25 Portrait of a Village. 10.50 The Amazing Years of the Cinema. 11.15 Adventures of Parsley. 11.20 Brass in Concert. 1.20 pm Scottish News. 11.45

## RADIO 1

(5) Stereo broadcast (when broadcast on 9.00 am Peabody. 2.70 Mike Read. 9.00 Andy Peebles. 11.00 Simon Bannister. 12.30 pm Newsbeat. 12.45 Dave Lee Travis. 2.00 Steve Wright. 4.30 Peter Powell. 7.00 Sunday Afternoon. 8.00 5.45 News. 8.00 Sport. 9.00 John Dunn (S). 9.00 Folk on 2. (S). 9.00 Humphrey Lytton with The Best of Jazz (S). 9.55 Sports Desk. 10.00 The Law Game. 10.20 Star Sound. 11.00 The Queen. Matthews presents Round the Mighty. 12.00 pm News (S). 1.00 am Encore (stereo from midnight). 1.00 am Encore

## RADIO 2

5.00 am Jimmy Mack (S). 7.30 Ray Moore (S). 10.00 Jimmy Young (S). 12.00 Stone Hymnology (S). 2.00 Ed Sheeran (S). 4.00 The Queen (S). 5.45 News. 8.00 Sport. 9.00 John Dunn (S). 9.00 Folk on 2. (S). 9.00 Humphrey Lytton with The Best of Jazz (S). 9.55 Sports Desk. 10.00 The Law Game. 10.20 Star Sound. 11.00 The Queen. Matthews presents Round the Mighty. 12.00 pm News (S). 1.00 am Encore (stereo from midnight). 1.00 am Encore

## TELEVISION

## Tonight's Choice

A. J. Wentworth, B.A. will prove a welcome gentle escape from things warlike tonight. If you have not yet caught this delightful Little Thames series then do give it a try (all ITV). Elsewhere combat takes over. Dr Who is locked in conflict with the Daleks in Doctor Who and the Monsters (BBC 1); Q.E.D.—A Guide to Armageddon looks at our prospects in the wake of nuclear conflict (BBC 1); and another viewing of The Hill (Thames TV only) shows the horrors of military prison life and a superb performance from Sean Connery.

The RSC look at nuclear warfare's impact on civilians is potentially fascinating. Things nuclear are so emotive these days that the truth is difficult to fathom—if you love the bomb then its them that's going to get hurt, not us; if you hate it then its hopelessness so just lie down and let them walk over you.

There is not much escape from this televisual armageddon tonight. Unless you are in serious mood neither radio or television offers much after sunset. Dedicate your late evening to thoughtfulness, or rent a videotape.

ARTHUR SANDLES

## BBC 2

6.40-7.55 am Open University. 10.30-10.45 Play school. 10.50 Adult Literacy. 11.00 Laurel and Hardy double bill. 12.00 Lord Mountbatten remembers. 1.55 Six-Fifty-five special. 2.25 News summary. 7.30 Welcome to Wodehouse.

## HTV

9.50 am 3-2-1 Contact. 10.20 Kim Vicki. 10.40 Cleopatra. 11.05 Viking. 11.30 The Green Thinker. 1.20 pm HTV News. 2.30 Monday Matinee: "The Blue Bird," starring Kieron Moore. 4.15 War of the Worlds. 5.15 Who Wants to Be a Millionaire? 6.00 HTV News. 8.00 Minder. 10.20 HTV News. 10.30 Soap. 11.00 Soap Story. 11.20 pm Cyprus/Wales—As HTV West except 11.05-11.30 am Baby's Bird. 12.00-12.10 pm Danc Man Yn Dwy. 4.20 Soap. 4.45-5.15 Soap. 6.00 Dried. 6.20-7.00 Sport. Wales. 11.00 Newsround. 11.30 The Big Picture. 12.00-12.30 am Come Close.

## TSW

9.35 am 3-2-1 Contact. 10.20 Kim Vicki. 11.30 Untamed World. 11.50 European Folk Tales. 1.20 pm TSW News. 2.30 Feature Film: "The Story of a Soldier." 3.00 Coronation Street. 4.15 Who Wants to Be a Millionaire? 5.15 War of the Worlds. 6.00 HTV News. 8.00 Minder. 10.20 HTV News. 10.30 Soap. 11.00 Soap Story. 11.20 pm Cyprus/Wales—As HTV West except 11.05-11.30 am Baby's Bird. 12.00-12.10 pm Danc Man Yn Dwy. 4.20 Soap. 4.45-5.15 Soap. 6.00 Dried. 6.20-7.00 Sport. Wales. 11.00 Newsround. 11.30 The Big Picture. 12.00-12.30 am Come Close.

## TWS

9.35 am Sesame Street. 10.35 Story of the Week. 11.25 Untamed World. 11.50 European Folk Tales. 1.20 pm TSW News. 2.30 Feature Film: "The Story of a Soldier." 3.00 Coronation Street. 4.15 Who Wants to Be a Millionaire? 5.15 War of the Worlds. 6.00 HTV News. 8.00 Minder. 10.20 HTV News. 10.30 Soap. 11.00 Soap Story. 11.20 pm Cyprus/Wales—As HTV West except 11.05-11.30 am Baby's Bird. 12.00-12.10 pm Danc Man Yn Dwy. 4.20 Soap. 4.45-5.15 Soap. 6.00 Dried. 6.20-7.00 Sport. Wales. 11.00 Newsround. 11.30 The Big Picture. 12.00-12.30 am Come Close.

## TVC

9.30 am 3-2-1 Contact. 10.20 Friends Of My Friends. 11.25 Tarzan. 11.35 The Real Food. 11.45 The Lamb. 1.20 pm TWS News. 2.30 The Monday Matinee: "The Jokers." 3.00 Coronation Street. 4.15 Who Wants to Be a Millionaire? 5.15 The Adventures of Black Beauty. 6.00 Coast to Coast. 6.30 Over the Garden Wall. 9.00 Minder. 10.30 Hill Street Blues. 11.30 Showcase. 11.45

## YORKSHIRE

9.30 am 3-2-1 Contact. 10.20 Friends Of My Friends. 11.25 Tarzan. 11.35 The Real Food. 11.45 The Lamb. 1.20 pm TWS News. 2.30 The Monday Matinee: "The Jokers." 3.00 Coronation Street. 4.15 Who Wants to Be a Millionaire? 5.15 The Adventures of Black Beauty. 6.00 Coast to Coast. 6.30 Over the Garden Wall. 9.00 Minder. 10.30 Hill Street Blues. 11.30 Showcase. 11.45

## RADIO

(S). 2.00-5.00 You and the Night and the Music (S). 3.00

RADIO 3

6.55 am Weather. 7.00 News. 7.05 Morning Concert (S). 8.00 News. 8.05 Morning Concert (continued). 9.00 News. 9.05 This Week's Composers (S). 10.00 News. 11.00 Radio 3 Concert (S). 12.00 News. 1.00 News. 2.00 Radio 3 Concert (S). 10.30 Some English Songs of the 20th Century (S). 11.30 John Field Piano Concertos (S). 1.00 pm News. 1.05 Gershwin Souvenir song recital (S). 2.00 News. 3.00 News. 4.00 News. 5.00 News. 6.00 News. 7.00 News. 8.00 News. 9.00 News. 10.00 News. 11.00 News. 12.00 News. 1.00 News. 2.00 Radio 3 Concert (S). 11.15

## RADIO 4

6.00 am News Briefing. 6.10 Farming Week. 6.25 Shipping Forecast. 6.30 Today. 8.35 The Week on 4. 8.43 Field Piano Concertos (S). 1.00 pm News. 1.05 Gershwin Souvenir song recital (S). 2.00 News. 3.00 News. 4.00 News. 5.00 News. 6.00 News. 7.00 News. 8.00 News. 9.00 News. 10.00 News. 11.00 News. 12.00 News.

## RADIO 5

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## MANAGEMENT



Len Payne: "The best of the British systems are very sophisticated and very exacting"

Hugh Routledge

## A pivot to profitability

In another article on the upgrading of certain jobs, Arnold Kransdorff talks to a director of distribution

BY ANY other name Len Payne is a freight haulier. He makes sure that J. Sainsbury's foodstuffs and grocery items are moved swiftly and efficiently between the company's 25 warehouses and 250 High Street outlets.

To do so he controls more than 1,000 truck movements a day. About half of these are provided by the company's own fleet, with the balance from six independent operators.

Were he doing the job 25 years ago he would have been considered a mere functionary in the food multiple's corporate hierarchy—with a status and salary to match.

At its most simple, his job would have been to trace shipments and check the freight rates of competing hauliers. As the company would be using some of its own transport, he would also probably be responsible for making sure that it used the right type and size of vehicle for particular consignments.

Since then his job has come a long way, particularly because of the disciplines imposed by the need for speedier customer service, a critical factor in most businesses today, especially the food industry.

Far more than it was two decades ago, fresh food is today a vital element of any supermarket chain's merchandise. Then Sainsbury's delivery cycle would have been three or four days; now it is 24 hours.



As Sainsbury's director of distribution, Payne is one of a new generation of managers, having had his importance within the company recognised through a main board appointment.

While still relatively unusual in industry, this elevation is a recognition by Sainsbury that distribution represents an increasingly important element of overall costs—and should be given equal weight with other main functions such as production and sales.

Like production, distribution has become capital intensive, labour-intensive and energy-intensive. For many companies it has become pivotal to profitability, yet relatively few give it anything but token attention.

An indication of its importance is the fact that distribution costs at Sainsbury amount to roughly 3.5 per cent of retail prices—and group sales totalled

almost £2bn in 1981-82. A recent survey by A. T. Kearney, the U.S.-based management consultancy, found that fewer than 20 per cent of European companies had a co-ordinated approach to distribution. In other words, most still treat distribution as an ad hoc function, rather than linking it closely to warehousing and stock control.

Payne says he knows of only about a dozen UK companies which have given the distribution function main board status, although he believes this trend is rising.

An accountant by training, Payne's first direct exposure to the world of distribution came in 1964 when he was appointed finance director of British Road Services. He subsequently became director of technical services and development of the group's parent body, the National Freight Corporation, and then its executive vice-chairman, a post he held for four years. (The NFC has since become the National Freight Consortium following a management and employee buy-out earlier this year.)

Payne joined Sainsbury in 1974, the year after the company went public with an annual turnover of £200m. At that time it was already considered progressive in the field of distribution, along with companies like Boots and Kellogg's.

It realised that distribution

was more than just the transportation of goods: that costs could only be radically cut by integrating it with efficient warehousing and inventory control.

With his highly professional approach to distribution, Payne sees he and his department have contributed in no small way to the company's success since then.

In the old days a transport manager was usually more concerned with transport technology than with the whole process of getting merchandise to the customer, says Payne. "Today, physical distribution is a graduate profession and transport managers have to be highly numerate."

Payne says that the new job requires skills in a number of management techniques, among them accounting, strategic planning and computerisation.

"He must also know about strategic planning and be able

to implement an operational plan to match general policy laid down by the main board.

"He also has to know how to use a computer, which is the essence of a modern day operation. At Sainsbury, a computer order cycle will start at 5 pm. By 11.30 pm the computer will have jiggled with the figures, giving out such information as availability and routing instructions.

Perishable goods will be in the shops by 7.30 am the next morning and non-perishables by 5.30 pm."

Payne believes that in distribution terms, the retail goods business in Britain "stands comparison with anywhere in the world. We are better than many European companies and, certainly, 100 per cent more efficient than in the U.S., which has to deal with much larger distances."

"The best of the British systems are very sophisticated and very exacting but this does not apply to manufacturing industry, especially engineering. In manufacturing, distribution systems are very bad, which probably helps account for the sector's poor performance."

Payne believes it is regrettable that industrialists are taking so long to realise the benefits of an efficient distribution system. He would clearly like to see a lot more of his colleagues on boards of directors.

The previous article in this series appeared on July 14.

### Well informed

"Today, a transport manager in industry has to be pretty well informed about how to make operational decisions.

Taking into account service standards, he has to know a lot about costing structure: for example, he must have the ability to weigh up whether to use one's own distribution network or an outside contractor.

"He must also know about

strategic planning and be able

## TECHNOLOGY

IBM's cash mountain vanished in five years: the money went to secure the future

## IBM's factory gamble set to pay off

BY ALAN CANE

IBM'S MASSIVE investment in new plant and facilities over the past five years designed to cut drastically its manufacturing costs is now ready to pay off.

The company, the biggest manufacturer of data processing and office equipment in the world, has spent prodigiously since 1977 to pay for research and development into more effective ways of building computers and installing automated manufacturing equipment in its factories.

In 1977, its long term debt amounted to only US\$2.56m; by 1981, the figures had risen tenfold to US\$26.68m. In 1977, working capital was reported as US\$4.864m; last year it was US\$2.953m.

The results of that sustained and prodigious investment can now be seen in IBM's major development laboratories and manufacturing plants—at Poughkeepsie and East Fishkill in the U.S. and Corbeil-Essonnes and Sindelfingen in Europe; at Yorktown Heights, New York and Zurich, Switzerland, and at Yuss in Japan. Havant in the UK and Endicott in the U.S. to take only a few examples.

Little of what IBM now has to offer is unique. Other computer manufacturers have built silicon chips of greater complexity and power than IBM's; other manufacturers have automated parts of their assembly.

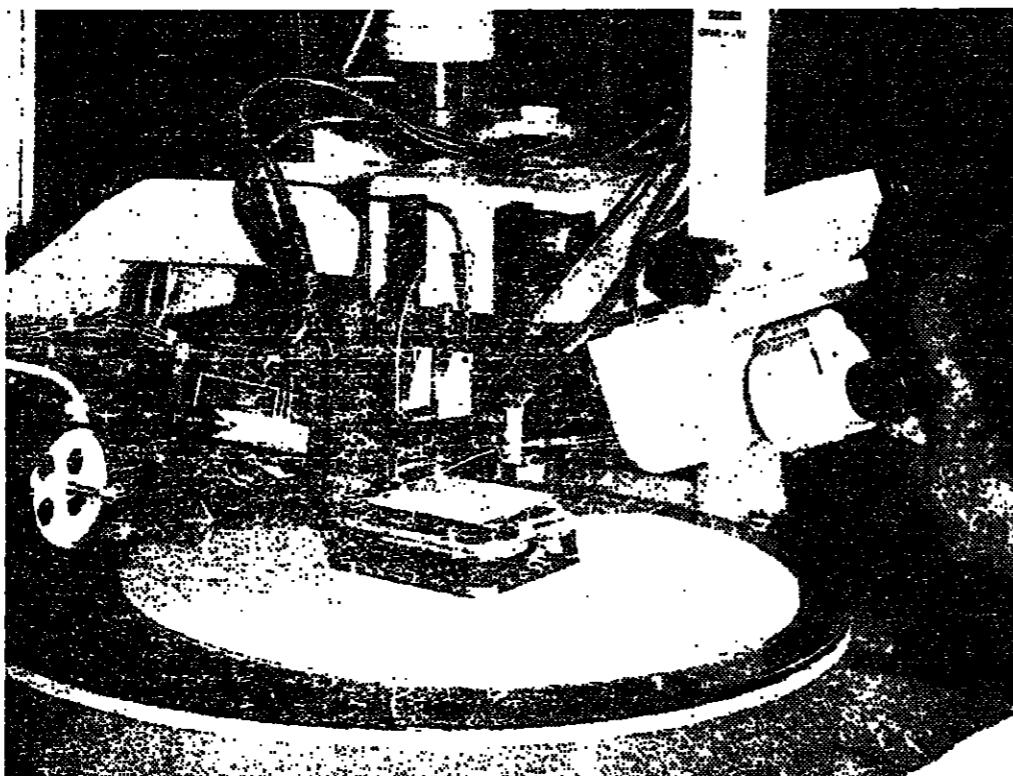
But the combination of IBM's dominant market position, its marketing muscle and its new production potential should make it potentially unassassable, leaving other manufacturers to seek market niches that the giant is content to leave alone.

IBM is notoriously shy of putting figures on its performance, so it is easy to underestimate its new production capacity.

Visits, however, to its chief European microprocessor plant at Corbeil-Essonnes near Paris and to its big machine manufacturing site in Montpellier, France, left little doubt of its intentions.

It is pinning its hopes for the future on a method of mounting and handling very densely packed silicon chips which it calls thermal conduction module (TCM) technology (see this page, April 2, this year).

Much of the total investment has gone into this technology. A senior IBM executive said last week: "If it fails, then IBM



An operator observing an automatic bonding machine at Essonne; the white rectangular substrate can be seen on the stage, centre

will go out of business."

The problem with very dense packed chips is first, making them 700 logic circuits ("gates") on a 4.8 mm square sliver of silicon: state of the art production is now 1,500 gates on a slightly smaller chip.

There is no reason to suppose that IBM now has to offer is unique. Other computer manufacturers have built silicon chips of greater complexity and power than IBM's; other manufacturers have automated parts of their assembly.

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IBM has six electron beam machines it built itself operating in two shifts at its

Essonne plant.

In electron beam photolithography, a layer of chemical sensitive to electrons is laid on the chip surface and the beam operated under computer control to write the required pattern on the chip.

IBM says it uses the technique because it gives the flexibility to write different types of microprocessor pattern on the same wafer.

IBM is using the most advanced method of chip fabrication for volume production of microprocessors. Approximately one-third of its total production of microprocessors are now finished using the sophisticated technique of electron beam lithography.

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Only the final three "personalising" layers are written on using the electron beam machinery.

IBM says the machines are run continuously to justify the investment: it seems more likely that Essonne and East Fishkill have difficulty meeting demand. Annual capital investment at Essonne is thought to be US\$100m a year.

physically to move in the connecting wires. But the package generates heat which must be removed.

The substrate plates are mounted in a metal box; aluminium pistons rest on each chip and conduct heat from the chip to the outside surface of the box cooled by chilled water.

This is a critical point. IBM believes water-cooling is the best bet for reliable operation in computers. Now it has proved its point on the largest of its machines, the 3081, it has extended the principle to the slightly smaller 3083.

There is no reason to suppose that it should not extend the principle further down the range.

It takes only 27 TCMs to package the entire central processing unit of a 3081. A much smaller computer system, say a System/38, could be compressed on to four or fewer TCMs; it would not be difficult to build a small refrigeration unit into one of these smaller machines.

The advantage? Reliability. The 3081s are already showing remarkable resilience. Only 20 per cent of all serious 3081 faults are attributable to the processor; IBM's own figures suggest that on 3081 systems (that is, including peripherals, software, and terminals) availability is greater than 99 per cent.

The IBM message is reliability. One-hundred and eighteen individual chips can be packed on a single ceramic substrate; IBM runs contra to the rest of the semiconductor industry by mounting its chips "upside down" with the base outwards.

Chips so mounted are closely packed together which cuts down processing delays due to the time it takes electrons

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## E-beam used for production

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## FINANCIAL TIMES

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Monday July 26 1982

## A warning from Luxembourg

ONE ELEMENT of the melodramatic Banco Ambrosiano affair, the default of that bank's Luxembourg subsidiary, has touched an already sensitive international banking system on a neuralgic point. The default has prompted loud calls for changes in the way the international banking business is regulated and underpinned and this indignation is becoming disproportionate to the event which gave rise to it.

Banco Ambrosiano used its subsidiary, Banco Ambrosiano Holding, to raise some of the funds which it lent to mysterious companies owned by the Vatican bank. When the subsidiary failed to pay interest one of the banking consortia lending to it, led by the Midland Bank, declared default with the result that all bank loans to the subsidiary went into default as well. So far there has been no sign that either the Bank of Italy or the "lifeboat" of Italian banks which are supporting Banco Ambrosiano in Milan are ready to honour the obligations of the Luxembourg subsidiary.

The scale of default is too small either to pose much of a threat to the Euromarket or to justify claims that the banking supervisory system should have somehow thrown up a ladder of last resort to whom lending banks could now turn. Some \$400m of debt is divided between 250 banks, with the individual exposures small.

**Soothed**

The Basle declaration by central banks in 1974, with which they soothed the banking market in the wake of the Herstatt affair, provided an undertaking to counter a liquidity crisis in the system as a whole. It did not rule out individual bank failures. Indeed there is a case for saying that the occasional bank failure must be allowed to occur, provided it is containable, to sustain perceptions of risk and reward in the banking business.

The 1975 Basle concordat on bank supervision does not provide for a bail-out either, as some have claimed. It lays down a division of responsibilities designed to prevent any element of an international

## Privatisation is

## not enough

AT THE RISK of some mild exaggeration it is convenient to divide Britain's nationalised industries into two main groups: those that make excessive profits and those that make excessive losses. The start of the nationalised industry reporting season serves to remind us that the position has not changed overmuch in that respect, since the present government came to office in May 1979. To what extent is the Government itself to blame?

### Objectives

The record in relation to the profitable state corporations is certainly less than admirable. There has traditionally been argument about the precise long-term objectives of individual industries. But for much of the past three years there has been no doubt at all about the implicit short-term aim of the Government's policy, which has been to extract every possible penny from them to help reduce the public sector borrowing requirement.

Whereas in the private sector tight financial discipline has had a markedly beneficial effect on productivity, the effect in the public sector has often been otherwise. Under the system of external financing limits it makes no difference whether a state monopoly cuts costs or raises prices. The result is that bodies like the Post Office, British Telecom or British Gas are tempted to pass on inflationary wage settlements in higher prices.

At the loss-making end of the spectrum cash limits have unquestionably been a useful discipline. Against tight financial discipline the management of British Steel and BL have won solid, if painful, achievements; and British Rail's savings were more than a little stiffened in the recent battle with Aslef. But in competitive, recession-prone markets where the consumer will not finance the cost of new investment, there remains a temptation to cut investment in preference to jobs.

The chief plank of the Government's policy towards the nationalised industries is privatisation. This is entirely appropriate for the National Freight Corporation or American International, but it is far from a complete answer to questions of productivity. British Steel, British Shipbuilders and perhaps BL operate

bank-escaping supervision. It does not establish a system of guarantors. While the concordat does mention the "moral responsibility" of a bank for its subsidiaries, the value of this to creditors is no greater than the morality of the parent bank in question.

### Principle

The basic conclusion to be drawn from the Ambrosiano Luxembourg affair is "lender beware." The Luxembourg subsidiary was not a bank. Nor was it wholly owned by Banco Ambrosiano. Italian bank supervisors have been notably slow to adopt the concordat's principle of supervision on a consolidated basis—whereby all a bank's worldwide elements are viewed as a whole. Italian banks do not prepare consolidated accounts, nor do their management think in consolidated terms. All of these factors might have suggested that a loan to such a subsidiary needed to be backed by an explicit guarantee from the parent.

None of this leaves Italian bankers or the Italian central bank with much cause for complacency. The authorities plainly have their work cut out to make the business of the banks under their supervision more transparent. Banco Ambrosiano has exploited, and ultimately degraded, a principle upon which an enormous quantity of interbank funding is based. This is the idea of lending to a "name"—the notion that to lend funds to a convenient offshoot of a bank, bearing that bank's name, is tantamount to lending to the parent itself.

This is a convenience which Italian banks and the Bank of Italy should not abandon lightly. For the moment some reticence on their part is understandable. They want to be certain of the limits of the Luxembourg offshoot's liability. They want to preserve pressure on the Vatican bank to pay back the money which its subsidiaries have borrowed from Banco Ambrosiano. But failing such a satisfactory outcome they would do themselves and the somewhat battered trust of the international banking market a service by honouring the debt of Banco Ambrosiano's subsidiaries.

**Men & Matters**

in structurally depressed areas where markets are being lost irrevocably to Japan and the newly industrialising countries; the Government's stake in them may never be sold to the public. Decisions about how far these sectors should be wound down cannot be taken by managers alone. There is little sign that the Government has a realistic longer-term view.

Where the more profitable State-owned businesses are concerned there are undeniable advantages in returning ownership to the private sector. The removal of the PSBR constraint and the de-politicisation of decision-making are helpful, although privatisation is a curiously roundabout way of achieving these ends. But this is not the real key to greater efficiency. The capital markets do not wield the kind of stick that would turn comfortably managed utilities into hyper-efficient organisations. The stimulus will have to come from elsewhere.

Some answers are now beginning to emerge. An element of competition is being introduced into telecommunications by the Mercury private trunk network. Electricity is to be opened up to modest competition. Seven nationalised industries have recently been singled out for efficiency audits.

**Half measures**

This is all to the good. Yet there is a risk that public sector monopolies will fall between two stools. We may have the same monopolies with the state as a sleeping 49 per cent partner, subject only to trifling competitive pressure at the periphery and too little regulation at the centre. With the non-privatised businesses the failure of the Central Policy Review Staff to produce proposals capable of commanding wide official support means that we are left with what looks suspiciously like half measures: changes in boardroom structure, more Whitehall second-guessing by business experts, attempts (again) to define longer-term aims.

The two most intractable problems are: first, how to regulate monopolies and to instil in them the right incentives for cost reduction; and, second, how to deal with declining industries where a market solution is ruled out for social or political reasons.

## THE REAGAN ADMINISTRATION

# The California connection

By Reginald Dale, U.S. Editor, in Washington



All the President's men (from left): Mr James Baker, Chief of Staff; Mr Michael Deaver, Deputy Chief of Staff; Mr Edwin Meese, Presidential Counsellor; President Reagan; Mr Caspar Weinberger, US Defence Secretary; Mr William Clark, National Security Adviser; Mr George Shultz, US State Secretary

under control.

In any case, the key to power in Washington, particularly under Mr Reagan, is not necessarily the apparent influence of a Cabinet position on paper. It is access to the President. Despite all his claims to run a genuinely Cabinet-style Administration, Mr Reagan tends to take his decisions before rather than after Cabinet discussions—although he may not announce them until the end of meeting.

Three key top White House aides have always played a crucial role in Mr Reagan's decision-making. Mr Edwin Meese, the White House Counsellor, who has Cabinet rank, is the key adviser on policy issues; Mr James Baker, the Chief of Staff, is predominant on political judgments; and Mr Michael Deaver, the Deputy Chief of Staff, is relied on for personal advice, like when and where Mr and Mrs Reagan should travel.

To them has now been added, since January, Mr William Clark, the increasingly influential National Security Adviser, who is officially described as "co-equal." But while the troika regularly briefs Mr Reagan in the mornings after a joint breakfast, Mr Clark comes in separately just afterwards. Together with Mr Weinberger, and now Mr Shultz, these are the most influential men in Washington despite strong performances by Donald Regan, the Treasury Secretary, and Mr Drew Lewis at the Department of Transport.

Another figure with Bechtel connections is Mr Philip Habit, the U.S. special peace negotiator in the Middle East. It emerged yesterday that he is a paid consultant for the company.

It had been assumed that Mr Shultz and Mr Weinberger's experience of working together would help to smooth over the traditional rivalry between the State and Defence Departments.

But that is not a foregone conclusion, given the difficulty of keeping friction between two such powerful institutions' advice on foreign policy but in

the U.S. would be safe in the hands of a man like George Shultz—reciprocating in a two-man mutual admiration society that seems likely to ensure a more balanced advisory role for Dr Kissinger.

Many people had expected Mr Shultz to become Mr Reagan's first Secretary of State 18 months ago—it has never quite been clear whether he was asked and declined or was never asked. Like his predecessor, Mr Haig, he will be the best friend of Mr Clark, the increasing influence of whom is reflected in the

U.S. would be safe in the hands of a man like George Shultz—reciprocating in a two-man mutual admiration society that seems likely to ensure a more balanced advisory role for Dr Kissinger.

As Budget Director, he was nicknamed "Cap the Knife," and it was initially thought that he would use the same knife to cut back excessive defence spending. If he has a nickname, it is "Cap the Suitcase," a description coined by Republican Senator Robert Dole in the light of his penchant for world travelling.

Rather than cut defence spending, he has supported boosting it to an extent that even some Republicans regard as unnecessary. He sincerely believes that the world is in a similar state to the late 1930s—with the Soviet Union playing the role of Nazi Germany.

He is thought by critics to have failed to have got fully on top of his job. But he remains extremely influential, largely through his access to the

President.

Mr Edwin ("Ed") Meese (50), successor to Mr Clark as Governor Reagan's Chief of Staff, and one of Mr Reagan's most trusted advisers, he recently found himself in the embarrassing position of having to

lose his influence with the President.

There is little reason to suppose that he has done so—although his frequent absences on speech-making trips have in the past given rise to complaints from other members of the White House staff. He used to be known as "President Meese," although that crack is heard less often these days.

A lawyer by training and only recently retired as a Lieutenant colonel in the Army reserve, Mr Meese has a passion for law and order, and all things military. He is reported to be the proud possessor of a collection of big statuettes and figurines as a tribute to America's police.

Mr Meese is one of the Administration's most frequent television performers, sometimes seeming to make policy spontaneously on the air.

• Mr James ("Jim") Baker (52). The official White House Chief of Staff and the only key adviser to lack the California connection, Mr Baker is more associated with Vice-President George Bush than with Mr Reagan.

He served as President Ford's campaign manager in 1976 and did the same for Mr Bush when he was running against Mr Reagan in the 1980 Republican presidential primaries. Some time suspected by the Right as being an instrument of the Vice-President's alleged "bushwhacking" attempt to fill the Administration with more liberal Republicans, Mr Baker is nevertheless quickly established himself as a key insider in Mr Reagan's election campaign.

Described by friends as "a key, self-confident and tough" 6 ft 1 in Mr Baker likes to hunt and fish. At odds with his reserved Ivy League scholarship.

Subsequently rose to the Court of Appeals and then to the State's Supreme Court—before being summoned to Washington to be Deputy Secretary of State, despite spectacular ignorance of foreign affairs. He is still known as "Judge Clark," or just "The Judge."

Among many lapses at his Senate confirmation hearings in February 1981, Mr Clark could not identify the Prime Minister of South Africa or Zimbabwe, and in answer to one such question said—rather engagingly—that he would not have a shot at the answer because it would only be a guess.

Once installed at the State Department, however, Mr Clark won a reputation as a quick learner and began to confound his critics. He is now doing the same at the National Security Council, the authority of which he has revitalised after the lacklustre performance of his disgraced predecessor, Mr Richard Allen. Definitely the most up and coming man in Washington.

Mr Clark's arrival is important in that it brings into the Cabinet a veteran economist and politician, with great knowledge and understanding of Western Europe. In a cabinet often accused of being too business-oriented and politically naive, he may be part of the California connection, but most people in Washington expect him to rise above some of its implications.

## The flavour of the West is everywhere in today's White House

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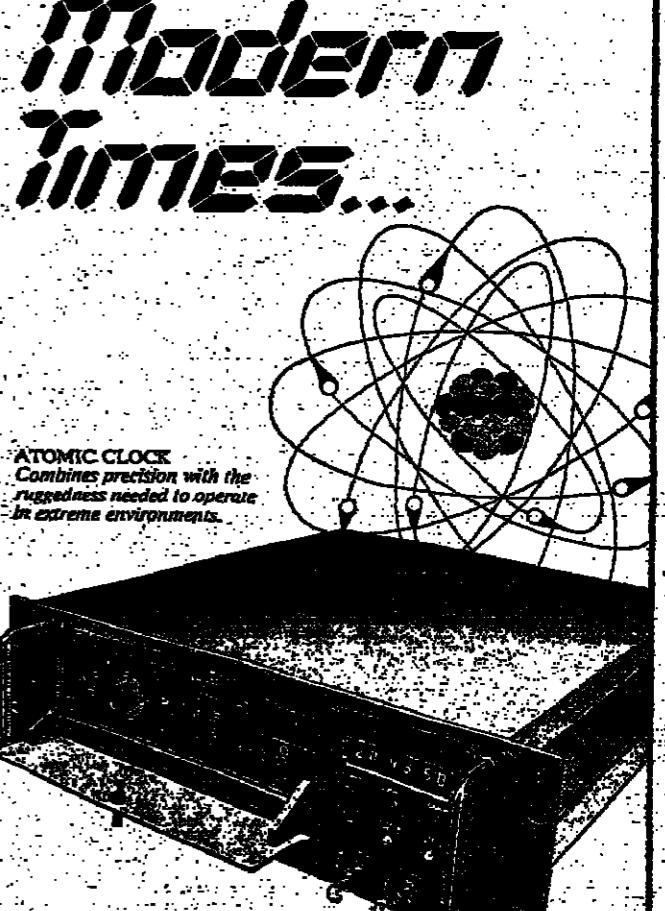
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Observer

### Men & Matters

#### Welsh chow

Made in Wales... made in Wales... Chinese quick-frozen meals? That's right in the steel town of Port Talbot they are now turning out Imperial chicken with fried rice, chow mein with beef and other popular Chinese dishes.

The venture was started six months ago by retired Malaysian industrialist Thomas Wong with the help of Industrial and Commercial Finance Corporation which arranged a £160,000 loan from the European Coal and Steel Community.

Uncle Wong Food Products already employs 30—mostly former steelworkers though the chefs are Chinese—and plans to increase its staff to 50 as the company gears up to produce 20,000 Chinese meals a shift.

Wong, who retired four years ago from the Malaysian plastics company he founded, says the venture is a response to the disappointments of eating Chinese food in Europe and the U.S. during regular trips over the past 30 years.

Generally I found that the food offered at many Chinese restaurants, takeaways and supermarkets left much to be desired," he says.

His aim is to create genuine Chinese dishes—no artificial colouring or flavour—for the housewife and the catering trade. The meals are being made, he says, according to the Chinese principles of yin and yang to ensure the right balance between cooking methods.

Several of Wong's talented five sons and three daughters—all educated in Britain—have been called in to help run the business. The eldest son, who works for the World Bank, is acting as a financial consultant; two others, a dental surgeon and a solicitor, are helping in the management; and his daughter Meeling has given up her job as an organic chemist

in New York to co-ordinate the family efforts.

Wong's marketing campaign has scarcely started yet. But the dishes apparently went well at last month's international frozen food fair in London. And, says Meeling, though the UK market will be given priority, takeaway orders are already coming in from Germany, France and Switzerland.

By Thursday evening, though, a three-page summary of Kaufman's opinions was being whisked to clients and the Press, making it quite clear that he still thinks long-term interest rates are heading back to the sky—and leaving the markets completely flummoxed.

"Gee," complained a trader at one of Salomon's main counterparties, "when you read something like that, what are you supposed to do? Buy bonds or sell them?"

After Murray Weidenbaum's surprise resignation as chairman of President Reagan's Council of Economic Advisors, a job noted for its fast-spinning exit door, Washington wags say he will be "even-handed" in the second coming. Bond prices leaped ahead.

The truth, alas, was not so cheerful. The Salomon Brothers prophet had retired with his tablets to his exile high above Wall Street to ponder Paul Volcker's testimony on Fed policy earlier in the week. And the word he sent down was that there might be some relief in the short run, especially if the Fed lives up to its promise to be more flexible.

But this would all backfire in the end, Kaufman added, and lead to "renewed unpleasantness for interest rates" a euphemism which swiped across the markets like a wet flame.

All of which goes to show that the key to success on Wall Street lies in being well plugged in to Dr K's thinking as Volcker's. The first inkling that something was afoot came on Thursday morning. Through unnamed sources close to Salomon Brothers, it was learned that Kaufman was preparing to utter.

That was enough to set the markets whirling again. And when a Salomon spokesman would neither confirm nor deny

### Labour shortage

Just as well for the Labour Party that Margaret Thatcher seems to be thinking of a General Election in the autumn of next year. Quite apart from lagging well behind in the opinion polls, this autumn (as we astrologers say) looks like being a difficult time for Labour to get any sort of message across to the voters.

There is a real prospect of the party being stripped to just one press and public relations officer—namely, Monica Foot, the former wife of journalist and cabinet member of the Foot family.

Max Madden is still head of publicity at the Labour Party's south London headquarters. But he is agonising over whether to stay in the post or flee the fraternal nest to tend Bradford

### Wisdom tooth

From Kashmir, I hear reports of a guru who firmly refused anaesthesia to have a tooth extracted. He was searching; it is said, for a way to transcend dental medication.

## ROBOTICS: FRANCE AND UK

## Two means to the same end

By Terry Dodsworth in Paris



M. Jean-Pierre Chevénement, French Industry Minister (left)—an interventionist policy; Mr. Patrick Jenkins (right), Secretary of State for Industry—different ideology, equivalent aid

**INDUSTRIALIST No 1:** "A small company spends months knocking on Government doors before one of them opens. After three months I received—shall I say—a polite response. But we were given no help at all."

**INDUSTRIALIST No 2:** "We have a lot of contact with the Government, and a very good relationship with the Minister. I think there has been a change for the good in the Government attitude to industry."

No one who has listened to recent Government debates over economic policy would guess that the first speaker comes from M. François Mitterrand's interventionist France and the second from Mrs Margaret Thatcher's ultra-liberal UK.

It would be difficult to find two countries which give more sharply contrasting views of the mechanics of industrial change. Yet for Bornelec, a small 15-man enterprise trying to take root at Cergy, north of Paris, and for GEC Electrical Projects at Rugby, the conventional wisdom has been turned upside down: the former has found that intervention has its limits, and the latter that benign neglect holds only limited sway in the Industry Ministry.

The experience of these two companies illustrates the gap between theory and practice which seems to engulf any Government when it comes close to the nuts and bolts of industry.

There is no doubt that Britain and France diverge in their broad industrial strategy: the UK Government is harder on lame ducks (although the subsidies to British Leyland make French industrialists raise their hands in horror), and highly suspicious of centralised planning. France has turned its face against what it sees as the savage "de-industrialisation" being practised in the UK, and is increasingly intent on government-supported "national" projects.

Yet when the crunch point is reached, each Government finds it difficult to match its words with action. These limitations are seen particularly in fast-developing, high-technology areas, where a Government would have to be blind to ignore the potential, but where it is never easy to know whether, or how, to intervene.

Take, for example, the two companies quoted above. Both manufacture robots, and both are clearly finding their way through the hazardous minefield that awaits any infant industry.

On the French side, Bornelec was initially disappointed because the Government is faced with the difficulty of sorting out the right companies to support; in Britain, GEC has received aid because the authorities cannot ignore an industry that may help to create hundreds of jobs and extensive exports in the future.

Robotics provide an interesting test case for industrial policy questions. Now entering a period of explosive 30 per cent annual growth, it is an industry which is revolutionising manufacturing techniques. Any developed country's survival as an industrial force may well depend on its adaptation to this revolution.

The industry is too new for European manufacturers to have lost very much ground as yet to their two inevitable competitors, the US and Japan. However, Europe is undoubtedly behind, and these two countries offer a clear choice on how to catch up.

On the one hand, Governments could rely on the sort of spontaneous combustion that

inspires American economic policy and has created Unimation, the world's leading robot manufacturer; on the other, they could try to copy the ruthless Japanese planning and investment methods that have given it a clear lead in world robot installations.

Planners in Europe argue, however, that they face very different situations than those that exist either in the US or Japan. The American market is so big that the market is natural selection can quite quickly grow up a giant capable of rooting itself in the international market. Japan equally benefits from a close-knit marketing system which makes it relatively impervious to competition from outside, and therefore easier for domestic companies to establish themselves.

In Britain and France, with their smaller and more open markets, the problem is to bring companies through the nursery stage so that they can take root internationally. Small entrepreneurial companies can hardly be expected to grow with the same vitality as in the US: thus British policymakers have to some extent watered down their free-market principles. But, at the same time, the choice of robot companies to support

poses big difficulties—hence French intervention is not so determinedly dirigiste as might be expected.

The net result of these policy compromises is that the two countries, having started from very different economic viewpoints, have now arrived at extremely similar solutions for the development of their robot industries.

In each case, policies are co-ordinated through senior civil servants in the Industry Ministry using interventionary machinery which is not specific to robotics—in Britain the Product and Process Development Scheme, and in the France the CODIS new technology scheme. Spending is neither large nor vastly different between FFr 50m (£5m) and FFr 100m a year—and is being applied both to create supply and stimulate demand.

Underlining the French Government's aim of pushing robotics to the forefront of its drive for technology-inspired growth, the Industry Ministry has just brought out a report recommending that total state investment in the sector should be stepped up dramatically to FFr 2.4bn over the next three years.

On the supply side, both countries have subsidy schemes for companies investing in innovative products. In France, the Government is working through its so-called "development contracts" system, where finance is provided for specific projects with pre-agreed objectives in terms of turnover, exports and so on. Credits normally run in about 30 per cent of a specific investment.

Britain gives roughly equivalent amounts of aid, after vetting projects for their viability. Unimation, for example, received a £300,000 grant plus a £250,000 National Research and Development Council loan on special pay-back terms, to help establish its sole European plant at Telford in Staffordshire.

On the demand side, each Government is also supporting companies investing in robotics. In France, investors can claim grants and have access to special super-subsidised loans (around 14 per cent, or a zero interest rate, at present) as well as a free machine hire scheme for those used in France.

The second alternative would be to return to the time-honoured French system of selecting companies and then force-feeding them until they grow to a reasonable size for the world market. This policy of "national champions" is not in favour in robotics because clear technical or company choices are not so easy as in, say, the nuclear industry or aerospace, where it has worked so well. But it is an open question whether French policy will not drift more in this direction following the appointment of M. Jean-Pierre Chevénement as Research and Industry Minister.

Young, gifted and energetic M. Chevénement has made it abundantly clear that he intends to use the nationalised industries, the financial resources of the State and any other weapon that comes to hand to build up the strength of industry.

Under his direction at the Research Ministry, planners seem to be groping towards an interventionary system combining French industry's gift for subtlety to show that some of it falls on fertile ground. "Our policy is to encourage initiatives rather than particular companies," says the French Industry Ministry. "We believe that robotics is a sector that will develop very quickly, like motor cars in the early 1900s. At the turn of the century it would have been impossible to know that Renault was the company to choose as a sort of champion for the country's motor industry development."

This statement underlines the difficulties of choice which have persuaded France and Britain to adopt broadly based aid policies. But there are two possible alternative responses to this problem.

The first is the UK policy of hitching up to proven overseas technology and hoping that

British companies can be dragged along until they build up sufficient steam of their own. The UK authorities have had no qualms in turning to established and successful US or Japanese companies to help develop the robot business in Britain. The investment in Unimation is a case in point. "We feel that we have slipped behind in this country," says an official. "Projects like this help us to build up the supply side without re-inventing the wheel."

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## Lombard

## Mrs Thatcher's next big test

By Samuel Brittan

emphasise certain grade distinctions (akin to craft distinctions in the union movement), which have nothing to be said for them other than bad tradition. An example is the view that a *cleaning banker*, a stockbroker, a Treasury official, a politician, a colonial or civil servant, is an economist or a *top official*, a *Permanent Secretary*, among them that of a *Permanent Secretary* of the Bank, whatever his other qualities. Or it might be said that an economist cannot be given top grade administrative responsibility, but must be confined to brooding over the forecasts.

*Ploy Number Three.* This is altogether more serious and is a last resort when the others fail. It is to ask "Can he serve equally well a Government of a different political complexion?" It is often factually misguided. Some of the officials who most impressed Mr Denis Healey are the ones who impress a number of present Ministers. But leaving that aside, is a completely neutered official with no convictions, who is equally happy to serve Genghis Khan or Fidel Castro, the ideal top adviser to politicians?

Is not the search for such people characteristic of those who are strong with Britain's not Ministers entitled to Permanent Secretaries who will go along actively with their policies, put forward their own suggestions and not merely show a passive and disgruntled loyalty? Indeed an official who is known to be supportive is far better placed to warn and caution a Minister (eg. that monetary policy is unintentionally too tight) than one who is suspected of being a secret sympathiser with the 362 economists who wrote that famous dissenting letter.

The question is often put: "What will X do if there is a change of Government?" The brutal answer is that anyone being considered for the handful of top posts in question can look after himself. But there are, of course, many non-senior but highly senior jobs, such as the headship of the revenue departments, where a key official who did not feel at home with a new government can go. Britain is almost the only country where constitutional government is supposed to depend on the inability of Ministers to choose their own top advisers.

## Letters to the Editor

## Why Nissan should say 'yes' to Britain

From Mr James Bourlet, Sir—Your editorial "Nissan should say 'yes'" (to investing in Britain) (July 21) really is a mixture of nonsense and blackmail even if it is for a good cause.

To say that such investment would "break down the social and cultural barriers between Japan and the West" is to convince only the prejudiced. Economic barriers there certainly are in the form of tariffs and mischievous quantity limiting "agreements" on trade. (In another context, the Berlin wall provides an example of a political and social barrier.) But what social and cultural barriers exist against Japan other than small ones of our own making?

For example, students from Japan in this country have to pay much higher fees than students from (say) Germany or Italy and the Home Office no longer gives visas for Japanese girls to be "au-pair" girls here. There is no justification and much damage in these sorts of barriers but Nissan's investment

is not a bargain to change petty officialdom.

Of course, there is social and cultural ignorance between Japan and the West but it should be said that the average Japanese is far better informed of us than we are of them.

To argue that Nissan should make the investment because of protectionist clamour from European motor trade interests is surely even less acceptable. The present limitation on Japanese car imports benefits only the French, Italian and German suppliers who greedily expect to take over a lucrative British car market as UK production declines.

For Britain, the better development would be an increase in the sales of North Sea oil to Japan and an unrestricted entry of Japanese cars competing on equal terms with other car imports.

Nissan may well have certain managerial advantages as demonstrated so effectively by companies like Sony which could make for an effective and profitable car making operation here.

berring. Many companies tackled that problem by writing it off quickly. Once it is fully written off, the depreciation fund should generate sufficient income to keep up with inflation. This eliminates any need for an arbitrary adjustment. A machine today is never the same as a machine tomorrow.

K. Bhattacharya, Jay Consultancy Services, 11 Stable Lane, Seer Green, Beaconsfield, Bucks.

## Producing the figures

From Mr Harry Alvarez, Sir—As I help to produce the necessary information for my employer, I have followed the Current Cost Accounting debate in your paper with interest. But I sometimes wonder from their comments how many of your correspondents normally produce the figures themselves.

My company has several thousand properties which have to be valued for CCA purposes and, short of instructing valuers to inspect all of them every year, we have had to construct our own index for this purpose. This has been costly both in time and money. The result—just an estimate, which means very little. After all, what you get for a property depends on when you sell it, the state of the market and, most important, whether there is a purchaser who particularly wants the property at the time. If the replacement cost for

plant and machinery is a red

## Positive approach to EEC budget

From Mrs Gay Scott

Sir—Nicholas Colchester suggests a refreshingly positive approach to the problem of imbalance in Britain's net contribution to the European Community budget (Lombard, July 18). It is clear that Britain could gain much more out of her membership of the Community by using this kind of approach—both in terms of funding and in the larger negotiating arena.

On the vexed question of additional to the EEC budget, there is a point which we at Euron have found to be of considerable assistance in negotiating grants and loans for the private sector. Using a flexible approach it is possible to attract substantial Community finance on the back of existing national expenditure. The United Kingdom Government does not have to contribute any monies in addition to those already committed.

As regards existing research funds, the Community's contribution does not depend upon an element of national funding, and this is clearly an area in which British companies should seek to maximise the benefits available.

Gay Scott,  
Director, Euron (UK),  
The Old Rectory,  
Northill,  
Biggleswade,  
Bed.

## Wages cut incentive

From Mr W. Grey

Sir—Samuel Brittan's "teasing" suggestion of a selective financial incentive for employers who will cut wages (Economic Viewpoint, July 22) may not be altogether hare-brained. The selectivity principle in this as in other fields, if not the old selective employment tax, has indeed much to recommend it.

Employers' National Insurance contributions, varying for example, in accordance with regional or industry divergences from the national unemployment average, or with changing unemployment or even pay rise rates generally, have been proposed on a number of occasions—so far to little effect.

Their adoption would, of course, run counter to the currently canvassed idea of a further across-the-board cut in the employers' national insurance surcharge!

W. Grey,  
12 Arden Road,  
Finchley, N3.

## EEC plastics market

From The Public Relations Manager of Petrofina, Brussels.

Sir—You wrote under the title "Long odds for the prospect of a European Plastics crisis cartel" ("The Italians, the French and the Belgians are evidently keen to see some kind of EEC programme for plant closures although none of them has called for the formation of a cartel").

This information is misleading as far as Petrofina is concerned. Petrofina is one of the major petrochemicals producers in Belgium and is totally opposed to any kind of EEC programme for plant closures. Moreover, Petrofina is strongly opposed to the formation of a crisis cartel as we are firm believe in market forces.

Gerard Locquet,  
Rue de la Loi,  
1040, Brussels.



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## UK COMPANY NEWS

## Dom advances to £730,800

RATIONALISATION of Dom Holdings' activities in all areas, combined with improved technology, contributed significantly to the improved pre-tax profits of the group, which rose from £10.823 to £730.859 in the year to March 31 1982. Turnover of its retailer and manufacturer of fixing products was down, however, from £13.88m to £13.12m. The final dividend is unchanged at 2.798p for a same-again total of 4.778p net.

Mr D. O. McIntyre, the chairman and managing director, says that despite a decline in sales by the group's subsidiary companies in Holland and Belgium—where it was noticeable that the recession in the trade deepened considerably—the UK sales were firmly maintained.

He says that notwithstanding economic or political situations outside its control, he is reasonably confident that the current year will see a further improvement in spite of the current recession from which he sees no real respite.

During the second half of this year the company is introducing new product lines which he considers will contribute in no small way to next year's sales.

The group's recent entry into

the DIY market is expected to be further consolidated in the coming months, although no significant contribution towards profit from this area is expected this year.

Tax was £191,894 against a credit of £483,610 in the previous year. After dividends of £320,850 (£15,252), the retained surplus was £218,115 compared with £139,441. Mr McIntyre has waived 99.9 per cent of his dividend entitlement in respect of the initial closing date on the offer, launched at the end of last month, is next Thursday.

Johnson is expected to post its refection document today.

Pointing to Johnson's recent record, showing virtually static pre-tax profits over the last three years, Sunlight claims that the company's problems . . . must be your board's inability to come to terms with the dependence of the dry-cleaning business on consumer spending, compounded by a lack of positive thinking on such management issues as capital employed, group operating structures and marketing policies in its two main activities."

Comparing Johnson's performance with that of Sketchley, another major dry-cleaning company which also launched a bid for Johnson in 1977 only to be thwarted by a Monopolies reference, Sunlight suggests that Johnson is "much less profitable".

Then turning to Johnson's textile rental operations Sunlight claims that it "has ceased to be the growth area for Johnson which it promised to be". Directly comparing the earnings and profits performance of Sunlight and Johnson over the last decade, the bidder maintains that its management has a proven record and should be "given the opportunity to achieve a better return from Johnson."

It is Sunlight's intention to retain the dry-cleaning business as a separate division, with the objectives of improving the return on assets and increasing market share and to integrate the textile rental operations of both companies where there is little product or geographical overlap.

Sunlight has also answered Johnson's condemnation of its offer to the unlisted employee shares by taking a Take-over Panel ruling which puts a revised price on those shares to two-thirds of the value of the ordinary offer.

## FT Share Information

The following securities have been added to the Share Information Service:

Associated Heat Services (Section: Industrials).

Continental Microwave (Electricals).

Electro Protective Corp (Electricals).

Nationwide Building Society 13 1/2 per cent 3/6/83 (Building Societies).

Sarakreek (Property).

## BOARD MEETINGS

The following companies have noticed dates of board meetings to the Stock Exchange. Such meetings are usually set for the persons concerned. Other indications are not available as to whether the directors are in person or by telephone and the subdivisions shown below are based mainly on last year's timetable.

TDOM

Interims: Thomas Jourdan, Temple Bar Investment Trust, U.C. Investments. Finals: AAA, Arlington Motor, Percy Bilton, Ellis and Everard, Lenford, Merrydown Wine, F. H. Tomkins.

FUTURE DATES

Interims—Ford (Marine) . . . . . July 23

Smallshaw (R.K.) (Kuwait) . . . . . Aug 4

Finals—Applied Textile Industries . . . . . July 29

Austin (James) Steel . . . . . Aug 5

Black (Pearl) . . . . . Aug 5

Cray Electronics . . . . . Aug 2

Hawes . . . . . Aug 4

Waddington Estates . . . . . July 28

The move is likely to take place in late September. For the 11 months ending last March, the motor group reported profits of £1.5m on turnover of about £100m. It consists of five Ford

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## MERCHANT BANKING

## Advice on sovereign debt can bring rich pickings

"ADVICE IS worth what you pay for it," runs the old saying. If this is true, then some of the world's poorer countries must be getting very good advice from investment banks, which these days can command fees of over \$1m a year for helping them to sort out their debt problems.

And given the proliferation of reschedulings around the world, the business seems to be booming. Fierce competition was reported to be developing last week for the contract to advise Malawi, which is one of the latest countries to seek debt rescheduling.

On the basis that most banks are now seeking to generate fee income rather than interest income, even commercial banks are beginning to seek these lucrative contracts. Yet old hands in the advice business do not tire of pointing out that it is not as easy as it seems.

For one thing, advising sovereign borrowers is an expensive, people-intensive business. Kuhn Loeb Lehman, Lazard Frères and S. G. Warburg, which are together known as the troika, have a hard core of some 60 experts involved in giving this type of service.

Among their clients are Turkey, Costa Rica, Sri Lanka, Costa Rica, and Panama, but their biggest success is probably Indonesia, which brought the group together to advise on its liquidity problems in 1975 and is now able to borrow abroad at a margin of only 1 per cent over Eurodollar rates for 10 years.

Giving advice comes more naturally to merchant banks than it does to commercial banks, which as lenders may more easily run into conflicts of interest. Morgan Grenfell, for example, numbers Sudan and Uganda among its clients and, more recently, Samuel Montagu has emerged as a force in the business with Zambia, Jamaica, and the Dominican Republic.

For some banks, advising a borrower on its external debt may offer eventual spin-offs in such fields as consulting, consultancy, or giving advice on attracting foreign investment. Most banks admit that advice over rescheduling, which is the best publicised part of their

work, actually forms a relatively small part of the advisory business. Yet this advice to sovereign borrowers is also the most sensitive area, not least because it usually involves acting as an interface between the borrower and the World Bank and International Monetary Fund.

"The most difficult problem," says one specialist banker, "is advice on how to meet IMF performance criteria. We are not casting ourselves in the role of intermediaries between the IMF and our client, but we do assist the country concerned in putting the right information on the table and in creating a better understanding of how the performance criteria can be met."

To do this requires not just a close relationship with the IMF itself, but also a degree of confidence and trust from the client government that can take years to develop. If it can be achieved, however, the advisory bank can also provide a vital extra link with private markets.

Two other difficulties have to be surmounted which eventually limit the amount of advisory business available.

The first is access to sufficient information. Lack of such access explains why no Eastern European borrower has taken on an investment bank to advise it, and why none of the banks in the business seems to want such a role.

The second problem is in choosing which countries might benefit from the advice. "You have to distinguish between a deep-seated structural problem and a temporary liquidity crisis," says one banker.

"If the political will is lacking or the resources are not available, our advice would be irrelevant, however brilliant. We would not stay in such a country."

Lucrative as it seems, debt advice is not everybody's cup of tea, and while competition is growing, some banks remain determined to keep out of the business.

Says the head of one City of London merchant bank: "It's all such a gamble. We prefer to deal with triple A names."

Peter Montagnon

## INTERNATIONAL BONDS

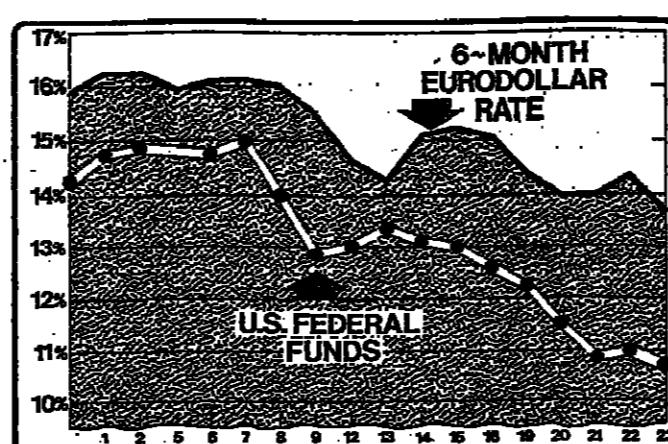
## A bullish frame of mind

THE EUROBOND market is in a bullish frame of mind. Encouraged by the sharp decline in short-term interest rates and the all-important positive carry, prices of fixed-interest Eurodollar bonds registered a gain of 1½ points on average last week. The clearly positive carry—whereby short-term rates are low enough to allow a house to finance its bond inventories at a profit—is the best news this market has had in weeks.

As a result, last week's flood of new dollar issues worth \$1.2bn did not make anyone blanche. Even the 14½ per cent \$100m GMAC issue, widely viewed as having been priced too aggressively, did not pose a major problem.

By Friday the U.S. Federal Funds rate touched a low of 10½ per cent and the six-month Eurodollar deposit rate closed at 13½ per cent, down 1½ per cent on the week. The Euro-clear overnight rate was reported by dealers at 12 per cent, allowing a useful 250 to 300 basis point margin on most new issues in stock.

Dr Henry Kaufman's suggestion that there might be more cuts in the U.S. discount rate, though less than the about-face many in the market initially supposed it to be, was another



piece of encouraging news.

One London-based fund manager, reflecting on the Kaufman statement, said the market should not forget that while times are good now, the U.S. Treasury has a hefty financing requirement up its sleeve. As a result, this was not necessarily the time to jump into the market with voluminous buying as "the upside potential is not great enough."

Instead, the intelligent bond investor should be picking up the quality paper selectively, this fund manager reckoned. "The market is underpinned by

the fall in short-term rates and the weaker U.S. dollar rather than being in a dramatic rally."

Among the favourite new issues were the World Bank's much heralded \$400m currency swap 15 per cent issue and the more recent \$80m Nippon Credit Bank's 15½ per cent issue from Morgan Stanley.

The Nippon Credit Bank sold very quickly on Friday, and more than \$50m may have been placed by the close of business. It had rarity value, it was being offered for a strong Japanese bank and the coupon was attractive. Like the

earlier Sumitomo Bank issue, this was also an interest rate swap in which the borrower takes on another party's floating rate debt.

Perhaps the least successful part of the new issue flood, besides the GMAC issue, was the barrage of five Canadian deals: Net Brunswick, Ontario Hydro, Canadian Pacific, Newfoundland, and Nova Scotia. The last two received a somewhat tepid reception and traded at discounts of around 2 per cent on Friday.

According to one Eurobond portfolio manager "all the Canadian issues are under a cloud, whether that is fair or not. One has to be careful about which Canadian deals one picks up."

Prices rose in both the Euro D-Mark and Swiss franc bond sectors by almost one point on average last week. The relative weakness of the U.S. dollar against the D-Mark and the Swiss franc was a helpful factor in these currency-sensitive markets. There was also considerable optimism about interest rates in Frankfurt and Zurich—the six-month D-Mark deposit rate closed at 9 per cent down 1 per cent, while the Swiss franc rate fell 8 per cent to 8½ per cent.

Alan Friedman

## CREDITS

## Hungarian club loan increased

THE SPECIAL club loan being assembled for Hungary by a group of banks led by Manufacturers Hanover is now set at \$260m instead of the \$200m committed two weeks ago.

Elsewhere the Eurocredit market maintained its very quiet tone last week, apart from the already reported \$200m loan package for Greece's Public Power Corporation which has an unusually long life for Southern European deals.

Part of the package involves a 12-month floating rate note, but the remainder will be Eurocredits in dollars and sterling with a margin of 1 per cent over Eurodollar rates for nine years. The package is being led by Orion Royal.

In Australia, Hamburg and Dresdner Bank have been mandated to raise \$300m for the industrial conglomerate Australian Consolidated Industries. The multi-currency loan will bear a margin of 1 per cent over Eurodeposit rates for eight years and repayments will begin after a grace period of four years.

P. M.

| CURRENT INTERNATIONAL BOND ISSUES                      |           |          |                |          |       |  |               |  |           |          |                |          |        |   |               |
|--|-----------|----------|----------------|----------|-------|--|---------------|--|-----------|----------|----------------|----------|--------|---|---------------|
| Borrowers  | Amount m. | Maturity | Av. life years | Coupon % | Price | Lead manager                                   | Offer yield % | Borrowers                                      | Amount m. | Maturity | Av. life years | Coupon % | Price  | Lead manager  | Offer yield % |
| <b>U.S. DOLLARS</b>                                    |           |          |                |          |       |  |               | <b>D-MARKS</b>                                 |           |          |                |          |        |   |               |
| Mexico <sup>†</sup>                                    | 175       | 1997     | 15             | 18½      | 100   | Merrill Lynch                                  | 18.500        | City of Vienna <sup>†</sup>                    | 100       | 1992     | 10             | 9½       | 100    | Bay. Vereinsbank                                      | 9.375         |
| World Bank <sup>†</sup>                                | 250       | 1987     | 5              | 15       | 100   | Deutsche Bank, Citicorp, CSFB, Morgan Guaranty | 15.000        | Standard Bank Import <sup>†</sup> <sup>‡</sup> | 50        | 1986     | 4              | 10½      | 100    | Bay. Hypotheken Deutsche Bank                         | 10.750        |
| World Bank <sup>†</sup>                                | 150       | 1988     | 6              | 15       | 100   | Deutsche Bank, Citicorp, CSFB, Morgan Guaranty | 15.000        | EBI <sup>†</sup>                               | 200       | 1992     | 10             | 9½       | 100    | BHF-Bank  | 9.500         |
| Stn. Cal. Edison <sup>†</sup>                          | 50        | 1997     | 15             | *        | 100   | CSFB   | 15.250        | Konishiroku Photo <sup>†</sup> <sup>§</sup>    | 70        | 1987     | —              | *        | 100    | SBC   | 6.375         |
| New Brunswick <sup>†</sup>                             | 75        | 1987     | 5              | 15½      | 100   | CSFB   | 15.250        | Eldorado Nuclear                               | 100       | 1992     | —              | *        | 100    | UBS   | 6.625         |
| Ontario Hydro <sup>†</sup>                             | 150       | 1992     | 10             | 15       | 100   | Deutsche Bank                                  | 15.000        | Dai-ichi Kogyo <sup>†</sup> <sup>§</sup>       | 45        | 1987     | —              | *        | 100    | CS  | 6.875         |
| GMAC <sup>†</sup>                                      | 100       | 1988     | 6              | 14½      | 99½   | Societe Generale                               | 14.566        | Centel <sup>†</sup>                            | 100       | 1987     | —              | *        | 100    | UBS   | 7.250         |
| Banque Industrix                                       | 60        | 1989     | 7              | 15½      | *     | Banque Industrix, Continental Illinois         | —             | Sanryo Seif <sup>†</sup> <sup>§</sup>          | 60        | 1987     | —              | *        | 100    | SBC   | 6.375         |
| Can. Pacific Secs. <sup>†</sup>                        | 75        | 1989     | 7              | 15       | 100   | Goldman Sachs, Salomon Bros.                   | 15.000        | Mont Blanc Tunnel Co.                          | 70        | 1992     | —              | *        | 100    | CCF, Banque Gutzwiller, Kurz, Bungener                | —             |
| Export Devt. Corp. of Canada <sup>†</sup> <sup>‡</sup> | 150       | 1987     | 5              | 14½      | 99½   | Salomon Bros., Merrill Lynch, Wood Gandy       | 14.428        | Citicorp Int'l. <sup>†</sup> <sup>‡</sup>      | 100       | 1988     | —              | *        | 100    | Citicorp Int'l., Societe Generale <sup>(Suisse)</sup> | 6.750         |
| Newfoundland   | 75        | 1990     | 8              | 15½      | *     | CCF, Dominion Secs.                            | —             | McDonnell Douglas Ovrs Fin <sup>†</sup>        | 25        | 1987     | —              | *        | 100    | Soditic   | 7.000         |
| Nafina <sup>†</sup>                                    | 50        | 1985     | 3              | 18½      | 100   | Lloyd's Bank Ind.                              | 18.375        | TNT Ovrs Fin.                                  | 100       | 1992     | —              | *        | 100    | Citicorp Int'l.                                       | —             |
| Nova Scotia <sup>†</sup>                               | 75        | 1989     | 7              | 15½      | 100   | UBS Secs.                                      | 15.250        | STERLING                                       | 100       | 2010     | 28             | 13½      | 98.528 | SG Warburg  | 13.713        |
| Eldorado Nuclear <sup>†</sup> <sup>‡</sup>             | 100       | 1992     | 10             | 14½      | 99½   | Salomon Bros.                                  | 14.670        | Australia <sup>†</sup>                         | 75        | 1987     | 5              | 10       | 100    | Amro Bank   | 10.000        |
| Nippon Credit Bank <sup>†</sup>                        | 80        | 1989     | 7              | 15½      | 100   | Morgan Stanley                                 | 15.250        | ECL <sup>†</sup>                               | 50        | 1989     | 7              | 13½      | 99½    | Bank Industrix, Kreditbank Int'l.                     | 13.867        |
| <b>CANADIAN DOLLARS</b>                                |           |          |                |          |       | <b>YEN</b>                                     |               | <b>YEN</b>                                     |           |          |                |          |        |   |               |
| Canadian Utilities                                     | 30        | 1987     | 5              | 7½       | *     | Wood Gandy                                     | *             | Asian Devt. Bank                               | 15bn      | 1992     | 10             | 8½       | *      | Daiwa Secs.   | *             |

\* Not yet priced. <sup>†</sup> Final terms. <sup>‡</sup> Placement. <sup>§</sup> Floating rate note. <sup>\*\*</sup> Minimum. <sup>§</sup> Convertible. <sup>††</sup> Registered with U.S. Securities and Exchange Commission. <sup>†</sup> With warrants. Note: Yields are calculated on AIBD basis.

This announcement appears as a matter of record only.

July, 1982

U.S. \$40,000,000

## California Portland Cement Company

## Medium Term Credit Facility

Managed by

Banque Arabe et Internationale d'Investissement (B.A.I.I.)

Funds provided by

Banque Arabe et Internationale d'Investissement (B.A.I.I.)

Canadian Imperial Bank Group

Commerzbank

Amsterdam-Rotterdam Bank N.V.

Banque Nationale de Paris

Crédit Lyonnais

Golden State Savings Bank

International Westminster Bank PLC

Société Financière Européenne Finance Company N.V.

Standard Chartered Bank PLC

Agent Bank

Banque Arabe et Internationale d'Investissement (B.A.I.I.)

This announcement appears as a matter of record only.

MAY 1982



## AUMAR

## AUTOPISTAS DEL MARE NOSTRUM, S.A.

## CONCESSIONARIA DEL ESTADO

## VALENCIA, SPAIN

## Swiss Francs 40000000

Floating Rate Bonds of 1982 due 1992

## SODITIC S.A.

## U.S. BONDS

## Rally fuelled by soothing Fed

EVERYTHING seems to be going the credit markets' way again this week, at least for the time being. In the space of only 72 hours last week, the Federal Reserve cut the discount rate, Mr Paul Volcker said monetary policy would be more flexible, the banks cut their prime rate, and Dr Henry Kaufman said interest rates could ease a bit more.

All this fuelled a strong rally which pushed interest rates down across the board. Borrowers were also able to wheel out some long-postponed debt issues and to start restructuring badly strained balance-sheets.

In his eagerly awaited testimony to Congress, Mr Volcker came up with no great surprises. But his remarks seemed designed to soothe the markets in several ways. He said the Fed would take into account a broader range of criteria, in-

cluding the overall level of interest rates and the liquidity of the system, before deciding whether to crack down on excessive monetary growth. He also said the Fed would not react to sudden bulges or valleys in the money supply.

In the past, Wall Street's fear of precisely such crackdowns has tended to keep interest rates higher and more volatile than they would otherwise have been. Fundamentally, though, Mr Volcker reminded the markets that the Fed is sticking to its tight long-range monetary goals, and is still concerned about inflation and the impact of the Federal budget deficit.

The reduction in the discount rate, from 12 per cent to 11½ per cent, had been widely expected. But it still put the Fed's welcome seal of approval on the recent fall in market rates, though many people had been hoping for a full point cut. At least it encouraged the banks to cut their prime rate from 16½ per cent to 16 per cent the next day. The Fed funds rate tended to run away with itself, falling as low as 10

## Rally fuelled by soothing Fed

## Australian terms expected soon for foreign banks

BY MICHAEL THOMPSON-NOEL IN SYDNEY

SPECULATION IS mounting in Australia that the Federal Government may be moving closer to setting conditions under which a limited number of foreign institutions would be granted banking licences.

The conditions are thought to include the establishment of a branch network and the sale of a significant equity stake in the new operations to Australian investors. Some bankers now expect the conditions to be published within the next few weeks.

Once the conditions have been agreed by the Federal Cabinet, the authorities will have to choose between the large number of institutions which have been lobbying hard for licences ever since the Campbell committee's report, proposing far-reaching reform of the Australian financial system, suggested last year that the country's banking business needed to be opened up to international competition.

Bankers in Sydney have long

believed that a minimum of three new licences would be issued, with one each going to U.S., British, and Japanese groups. It has also been widely assumed that the existing though limited licences held by Bank of New Zealand and Banque Nationale de Paris would be extended. Among the British banks, Barclays and Midland are thought to be the most prominent contenders.

Officials in Canberra point out that Mr John Howard, the Treasurer, has repeatedly said that the granting of foreign banking licences, as recommended by the Campbell Committee, would be a matter of "cabinet submission in the very near future" — though they warn that the reported allocation of a licence each to the U.S., U.K. and Japan "sounded too pat and symmetrical."

With the exception of the Bank of New Zealand and BNP, international banks operating in Australia are at present restricted to the ownership of merchant banking operations, finance and leasing companies, and investment services.

The granting of licences will almost certainly depend on the newcomers' willingness to provide Australian investors with an equity stake. But an executive of one large foreign bank said yesterday: "It is impossible to draw up firm plans until guidelines are forthcoming from Canberra."

Among the U.S. and Japanese banks, the front runners are considered to be Citibank and the Bank of Tokyo, though many others are also vying for a licence.

Earlier this year, the recommendations of the Campbell Committee appeared to be taking a back seat to more pressing issues of economic policy. But the election of Mr Howard to the deputy leadership of the Liberal Party, a position which casts him as a natural successor as Prime Minister to Mr Malcolm Fraser, may have given the reformist cause a boost.

## S. Korean venture for Bank of America

HONG KONG — The Bank of America is to form a joint banking venture in South Korea in which it will hold a 49 per cent stake.

Hannam Bank will include as major shareholders the Korean Daewoo Group, Samsung Group, Ssangyong Group, and Taishan Electric Group. They will collectively hold 51 per cent of the bank's capital.

The board of directors will be evenly split between Bank of America and the Korean investors and the day-to-day management of the bank will be controlled for six years by Bank of America. The bank's initial paid-up capital will be US \$40m.

Hannam Bank will be oriented towards pre-export and local currency working capital financing. The president and chief executive officer will be Kim Min-ho, the former president of the Korea Development Institute, ADPJ.

## Buoyant first half at TDK Electronics

BY YOKO SHIBATA IN TOKYO

TDK ELECTRONICS, Japan's leading manufacturer of ferrites and magnetic tapes, has reported buoyant interim results despite unfavourable conditions in two of its major markets, television and audio equipment.

Consolidated net profits for the six months ended May rose 25 per cent to Y14.85bn (US\$5.3m) on sales ahead by 31.8 per cent to Y147.58bn (US\$52.7m).

The recession in sales of audio equipment, reductions in television production, and slower growth of video tape recorder turnover lowered the growth rate of TDK's consumer products.

## Santa Fe Intl. acquisition

BY OUR FINANCIAL STAFF

SANTA FE International, which became a subsidiary of Kuwait Petroleum Corporation late last year after a controversial US\$200m bid is to acquire Andover Oil Company for about \$150m in cash.

Completion of the merger, which is subject to approval by shareholders of the privately held Andover and U.S. Government regulatory agencies, is expected later this summer.

## Restructuring at Bank of America

● In a general restructuring of AMERICA operations in Europe, the Middle East and Africa, three senior appointments have been made. Senior vice-president Mr Vaden E. Yerkin has been appointed general manager for the continental Europe area, with headquarters in Frankfurt. Mr Yerkin's area includes Austria, Belgium, France, Germany, Luxembourg, the Netherlands, Portugal, Spain, Switzerland, Eastern Europe and USSR. Senior vice-president Mr James P. McDermott has been appointed area general manager for the Middle East and Africa and will also be responsible for the bank's operations in Greece, Cyprus and Turkey. Mr McDermott is based in London. Senior vice-president Mr Michael Seibel has been named cashier and financial officer for the Europe, Middle East and Africa Division and will continue as manager of the international finance centre in London. The changes follow the appointment of Mr Paul A. Verburg as executive vice-president and executive vice-president and on those having impact on the U.S.

● Mr Charles W. Randall has joined FIRST CITY NATIONAL BANK OF HOUSTON as vice-president and manager, South America, of the international division in Houston. Mr Arthur Jergens, vice-president of THE KROGER COMPANY, has been elected a group vice-president. His responsibilities cover real estate, market research, engineering, office services and aviation. Mr Thomas F. Kelleher, former assistant director of the FBI, has joined MASTERCARD INTERNATIONAL as vice-president of security. Mr Kelleher will be co-ordinating worldwide financial fraud investigations, concentrating on those having impact on the U.S.

● Mr Vernon R. Teig, who is retiring, has been named vice-president — deputy general manager of McDonnell Douglas Corp. Mr Teig, who has resigned, Mr Yerkin will succeed him as chairman and chief executive officer of both organizations. Mr Teig is chairman of Prudential Insurance Company of America.

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David Lascelles

## INTERNATIONAL APPOINTMENTS

● Mr Peter A. Beugelsdorf has joined BUFFALO INSURANCE COMPANY, Los Angeles, as vice-president, treasurer and chief financial officer in the home office. He was vice-president and director of California Reinsurance in Pasadena.

● Mr Hans Peter Toedt, currently deputy representative in August 1981 to succeed Mr Roland Staelin as head of the International representation office of SWISS VOLKS BANK. Mr Staelin will become a deputy manager in the bank's head office in Bern.

● TRANSFORMATOREN Linz, Stuttgart, has compiled with the request of the chairman of the managing board, Mr Erich W. Meissel, not to extend his term of office. Mr Hans Tröger was succeeded as Mr Constantine Georgi as head of group marketing of Hilti AG, Liechtenstein.

● Mr Walter Isler is to become a head office manager of SWISS VOLKS BANK, Bern, from October 1.

● Dr Roman Schatz has succeeded as Mr Constantine Georgi as head of group marketing of Hilti AG, Liechtenstein.

● Mr Walter Isler is to become a manager of SWISS REINSURANCE COMPANY, Zurich, on January 1.

● Mr Richard C. Blum has been elected to the board of PHOTOGRAPHIC SCIENCES CORP, Rochester, New York. He is managing partner of Richard C. Blum Associates, vice-chairman of the URS Corp, energy engineering service company, founder-chairman of the Mayor's financial advisory committee and the economic development council in San Francisco, California.

● Mr Philip M. Hampton, executive vice-president and head of the U.S. department, has been appointed to BANKERS TRUST CORP, New York, management committee, and was named vice-chairman of the banking function. He is

succeeded by Mr Joseph A. Mangano Jr, who was elected an executive vice-president.

● Mr Ralph L. Macdonald, former senior vice-president in charge of the employee benefit division of the voluntary department, has been appointed head of the voluntary department, and has been named executive vice-president, and was appointed head of the world corporate department. He succeeds Mr Charles S. Sanford Jr, executive vice-president, who was appointed head of a new administration function. Mr Macdonald is in turn succeeded by Mr John L. Murphy, former senior vice-president in the U.S. department.

● Mr John Triti, senior vice-president and deputy head of the resources management department, was elected an executive vice-president and named to succeed Mr Charles S. Sanford Jr as head of that department. Mr Sanford's election as president of the bank was announced last month and takes effect on January 1, 1983, upon the retirement of Mr John W. Parker Jr.

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● Mr Richard C. Blum has been elected to the board of PHOTOGRAPHIC SCIENCES CORP, Rochester, New York. He is managing partner of Richard C. Blum Associates, vice-chairman of the URS Corp, energy engineering service company, founder-chairman of the Mayor's financial advisory committee and the economic development council in San Francisco, California.

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# WORLD STOCK MARKETS

## Companies and Markets

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## NEW YORK

| NEW YORK |     |                 |         |      |        |                 |         |         |     | CANADA             |         |      |      |                |         |         |      |              |         | HOLLAND |      |             |         |         |      |               |         |      |      | HONG KONG     |         |         |      |               |         |      |      |               |      |      |      |               |
|----------|-----|-----------------|---------|------|--------|-----------------|---------|---------|-----|--------------------|---------|------|------|----------------|---------|---------|------|--------------|---------|---------|------|-------------|---------|---------|------|---------------|---------|------|------|---------------|---------|---------|------|---------------|---------|------|------|---------------|------|------|------|---------------|
| 1982     |     | High            |         | Low  |        | Stock           |         | July 23 |     | High               |         | Low  |      | Stock          |         | July 23 |      | High         |         | Low     |      | Stock       |         | July 23 |      | High          |         | Low  |      | Stock         |         | July 23 |      |               |         |      |      |               |      |      |      |               |
| High     | Low | Stock           | July 23 | High | Low    | Stock           | July 23 | High    | Low | Stock              | July 23 | High | Low  | Stock          | July 23 | High    | Low  | Stock        | July 23 | High    | Low  | Stock       | July 23 | High    | Low  | Stock         | July 23 | High | Low  | Stock         | July 23 | High    | Low  | Stock         | July 23 |      |      |               |      |      |      |               |
| 40%      | 30  | ACF Industries  | 505     | 234  | 231    | Columbia Gas    | 281     | 81      | 51  | Gt. Atl. Pac. Tea  | 8       | 34   | 354  | Schlumberger   | 391     | 1982    | 1982 | Stock        | July 23 | 1982    | 1982 | Stock       | July 23 | 1982    | 1982 | Stock         | July 23 | 1982 | 1982 | Stock         | July 23 | 1982    | 1982 | Stock         | July 23 |      |      |               |      |      |      |               |
| 27%      | 16  | AMF             | 163     | 121  | 118    | Combined Int'l. | 214     | 41      | 11  | St. Sabin's Pet.   | 14      | 2501 | 1581 | Metromedia     | 311     | 151     | 151  | Schlumberger | 391     | 77.5    | 69   | ACF Holding | 80.7    | 22.5    | 14.4 | Cheung Kong   | 80.7    | 22.5 | 14.4 | Cheung Kong   | 80.7    | 22.5    | 14.4 | Cheung Kong   | 80.7    | 22.5 | 14.4 | Cheung Kong   | 80.7 | 22.5 | 14.4 | Cheung Kong   |
| 28%      | 83  | APA             | 224     | 578  | 495    | Comsat Satelite | 194     | 374     | 14  | St. Nthn. Nekoosa  | 331     | 14   | 141  | Milton Bradley | 176     | 20      | 20   | SCM          | 217     | 77.4    | 60   | Alholt      | 88.4    | 2       | 1.55 | Coastal Prod. | 88.4    | 2    | 1.55 | Coastal Prod. | 88.4    | 2       | 1.55 | Coastal Prod. | 88.4    | 2    | 1.55 | Coastal Prod. | 88.4 | 2    | 1.55 | Coastal Prod. |
| 44%      | 851 | ASA             | 524     | 578  | 495    | Comsat Satelite | 557     | 17      | 12  | St. West Financial | 154     | 55   | 49   | Minnesota MM.  | 564     | 25      | 25   | Scott Paper  | 155     | 151     | 151  | Metromedia  | 217     | 11.7    | 10   | AMCA Int'l.   | 77.4    | 2    | 10   | Cross Harbour | 77.4    | 2       | 10   | Cross Harbour | 77.4    | 2    | 10   | Cross Harbour | 77.4 | 2    | 10   | Cross Harbour |
| 20       | 11% | AVX Corp.       | 174     | 314  | 215    | Combust. Eng.   | 163     | 14      | 14  | Greyhound          | 304     | 244  | 21   | Modem Merchg   | 48      | 43      | 43   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    |      |      |      |               |
| 32%      | 25% | Abbot Labs      | 307     | 378  | 295    | Comsat Satelite | 557     | 17      | 11  | Gu 7 & Weston      | 114     | 214  | 21   | Mobil          | 818     | 32      | 32   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 54%      | 17  | Adobe Oil & Gas | 154     | 201  | 141    | Comsat Satelite | 557     | 17      | 11  | Gu 7 & Weston      | 114     | 214  | 21   | Modem Merchg   | 48      | 43      | 43   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 51       | 154 | Advanced Micro  | 271     | 15   | 114    | Comp. Science   | 121     | 54      | 251 | Gulf Oil           | 261     | 214  | 21   | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 47%      | 53  | Advanced Micro  | 271     | 15   | 114    | Comp. Science   | 121     | 54      | 251 | Gulf Oil           | 261     | 214  | 21   | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 14%      | 81  | Advanced Micro  | 271     | 15   | 114    | Comp. Science   | 121     | 54      | 251 | Gulf Oil           | 261     | 214  | 21   | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 57%      | 26  | Avx Prod & Chem | 285     | 324  | 271    | Coors Adolph    | 106     | 24      | 21  | Hall (FB)          | 265     | 214  | 21   | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 15%      | 84  | Avx Prod & Chem | 285     | 324  | 271    | Coors Adolph    | 106     | 24      | 21  | Hall (FB)          | 265     | 214  | 21   | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 27       | 24  | Avx Prod & Chem | 285     | 324  | 271    | Coors Adolph    | 106     | 24      | 21  | Hall (FB)          | 265     | 214  | 21   | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 11       | 11  | Alberto-Culver  | 121     | 42   | 35     | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 55%      | 24  | Albertson's     | 351     | 214  | 161    | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 23%      | 16  | Alcan Aluminum  | 165     | 181  | 161    | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 22       | 171 | Alcoa Standard  | 204     | 214  | 161    | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 304      | 234 | Alexander & Al  | 251     | 214  | 214    | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 551      | 214 | Aleghany Int'l  | 214     | 35   | 204    | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 551      | 294 | Allied Corp     | 582     | 364  | 274    | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 15%      | 15  | Allied Stores   | 274     | 254  | 23     | Comsat Satelite | 557     | 274     | 214 | Halliburton        | 261     | 154  | 154  | Moistacco      | 109     | 26      | 26   | Metromedia   | 217     | 151     | 151  | Metromedia  | 217     | 151     | 151  | Metromedia    | 217     | 151  | 151  | Metromedia    | 217     | 151     | 151  | Metromedia    |         |      |      |               |      |      |      |               |
| 15%      | 104 | Allis-Chalmers  | 104     | 154  | 94</td |                 |         |         |     |                    |         |      |      |                |         |         |      |              |         |         |      |             |         |         |      |               |         |      |      |               |         |         |      |               |         |      |      |               |      |      |      |               |

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## Indices

#### NEW YORK

—DOW JONES

Indust'l div. yield 5%

1 2 3 4

NY, S.E. ALL COMMON

1962 Issues The  
Risen.....  
Fall.....









## Accounting vote in the balance

BY BARRY RILEY, FINANCIAL EDITOR

A HEAVY postbag today is likely to determine the outcome of the vote by members of the Institute of Chartered Accountants in England and Wales on the future of the current cost accounting standard SSAP 16.

Voting has been neck-and-neck on the resolution proposed by Mr David Keymer and Mr Martin Haslam, the two partners of a firm in Burgess Hill, Sussex, that SSAP 16 should be withdrawn.

At one stage the running count indicated a slight majority for Mr Keymer and Mr Haslam, but a subsequent swing has put opponents of the motion narrowly in the lead.

Voting has already been exceptionally heavy at nearly 30,000, but many more accountants were expected to fill in their proxy forms over the final weekend of the voting period.

Proxy votes must be received by the institute tomorrow and a special meeting will be held at the institute's premises in the

City on Thursday.

It is unclear what the constitutional consequences would be if Mr Keymer and Mr Haslam win the vote. Accounting standards are not set by the English institute, even though it is the largest of the UK accountancy professional bodies.

Accordingly the Council of the Institute has no direct power to revoke SSAP 16.

The self-regulatory structure of the accountancy profession is complex. The body which formulates accounting standards is the Accounting Standards Committee, which is technically a sub-committee of the Consultative Committee of Accountancy Bodies (CCAB).

Besides the English institute, the CCAB includes the corresponding Scottish and Irish chartered institutes and three other bodies—the Association of Certified Accountants, the Institute of Cost and Management Accountants, and the Chartered Institute of Public Finance and Accountancy.

The individual bodies are involved directly in the enforcement of standards set by the ASC. Thus compliance with SSAP 16 is mandatory on all members of the English institute and other bodies.

The question that will arise if a majority of English institute members reject SSAP 16 is whether the Council of the Institute will continue to be able to enforce compliance.

One option being considered by the profession's leaders is a return to the current purchasing power approach developed in the early 1970s before the Sandilands Committee in 1975 introduced after much consultation.

It had a restricted coverage, being limited mainly to listed companies, and eventually resulted in SSAP 16 two years ago.

However, opposition to current cost accounting in any form has apparently continued to be strong.

Whatever happens on Thursday, SSAP 16 is due for a

fundamental review after the initial experimental three years of operation. This review is due in about a year's time.

The extent of opposition to SSAP 16 among working accountants, even if support for the Keymer-Haslam motion falls slightly short of a majority, inevitably will raise serious questions about the future of the standards.

One option being considered by the profession's leaders is a return to the current purchasing power approach developed in the early 1970s before the Sandilands Committee in 1975 introduced after much consultation.

Mr Keymer and Mr Haslam have stated that all they feel is necessary in the place of SSAP 16 is a simple statement showing the effect of inflation on shareholders' funds. They would recommend that this should be issued in the form of a guideline to members of the institute as being of best accounting practice.

## Coal import curbs may cost £35m

By Sue Cameron

GOVERNMENT restrictions on UK coal imports cost the taxpayer about £20m during the last financial year and may cost more than £35m by the end of 1982.

The Central Electricity Generating Board is expected to reveal the cost of the 1.8m tonnes stockpile of coal it has at continental ports when it publishes its annual report on Thursday.

The figures will be released only a week after Mr Nigel Lawson, Energy Secretary, told the Commons Energy Select Committee that under a three-year contract signed last year, Electricité de France, the French state electricity corporation, was able to buy UK coal more cheaply than its British counterpart.

The electricity board appears to be growing more restive about the stringent limits imposed on coal imports from Australia. It has a long-term contract due to expire next year to take 2m tonnes of coal per annum from Australia.

The Australian coal, for use in southern power stations easily accessible by water, is estimated to be between 10 per cent and 20 per cent cheaper than National Coal Board supplies from pits in North-East England.

Last year, following the miners' threat to strike, the Government "requested" the CECB to import no more than 0.75m tonnes of coal a year. The board agreed, with the proviso that it must not suffer financially as a result.

The Government is now paying it compensation for the cost of its ever-rising coal stocks on the other side of the Channel.

Further discussions on coal imports which appear to have resulted in a 12-month extended restriction on imports, are thought to have been held in the last few weeks.

The board's stockpile of coal on the continent is expected to reach 2.5m tonnes by the end of this year as a result.

Last year almost 94 per cent of the electricity generated by the CECB came from coal-fired power stations with fuel accounting for some 80 per cent of the board's fixed costs.

Coal for France, Page 4

## Taylor Woodrow to try private financing of public works

By ANDREW TAYLOR

DETAILS of proposals which could lead the way to private financing of a wide range of public-sector construction projects are being prepared by Taylor Woodrow, one of the largest construction groups.

In a move to test the reaction of Government and City institutions the company intends to submit specific private financing proposals involving actual projects in the public expenditure programme.

Two test cases have been chosen, a sewerage works and a scheme involving provision of additional airport terminal facilities.

Taylor Woodrow will not reveal where either scheme is, as it says its intention at this stage is merely to explore various ways of using private finance to support the road-building programme.

All the proposals so far considered have been broadly similar in approach.

The contractor would arrange private finance and develop a public work. Repayment would be in the form of royalties

based on actual use made of the public works, and payment be over an agreed number of years.

In the case of motorways, for example, royalty payments would be based on the number of vehicles using the road.

Under the terms of these proposals the contractor would be financially responsible for repair and maintenance of the public works during the life of the agreement.

The dilemma facing the industry is how to structure funding arrangements to satisfy Treasury definitions of allowable "private-risk" investment and still present an attractive package to financing institutions.

Crucially, contractors would want to see some form of indexation of royalty payments and a minimum cash return on their investment guaranteed by Government.

Pleas for help, Page 7

## Steel exports Continued from Page 1

The basis of the U.S. position is its steel industry's demand that imports should be reduced from 19 per cent of the domestic market to only 13 per cent, and Washington's view that the EEC should count for a third of reduced steel imports.

With an array of anti-subsidy and anti-dumping procedures initiated on June 10 that would progressively stifle almost half of all EEC steel exports to the U.S., Washington is well placed to impose such terms.

But as it has been pointed out in the EEC capitals, it would only do so at the expense of all these products would be unacceptable, even though that would represent a reduction of over 15 per cent.

Furthermore, it is far from certain that the U.S. will accept the Brussels requirement that EEC steelmakers' thriving trade in tubes and pipes should be excluded from the agreement, even though U.S. output of these items remains insufficient. So far, Washington has been pressing for their inclusion.

Negotiations on quotas in different products that would be dictated by EEC export licences complicate the shape of

any future settlement, but in general terms the gap to be bridged is of a U.S. demand for a 1.5m tonnes a year cut on EEC exports traditionally of some 6.5m tonnes, while Brussels' latest offer fell short of 400,000 tonnes.

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